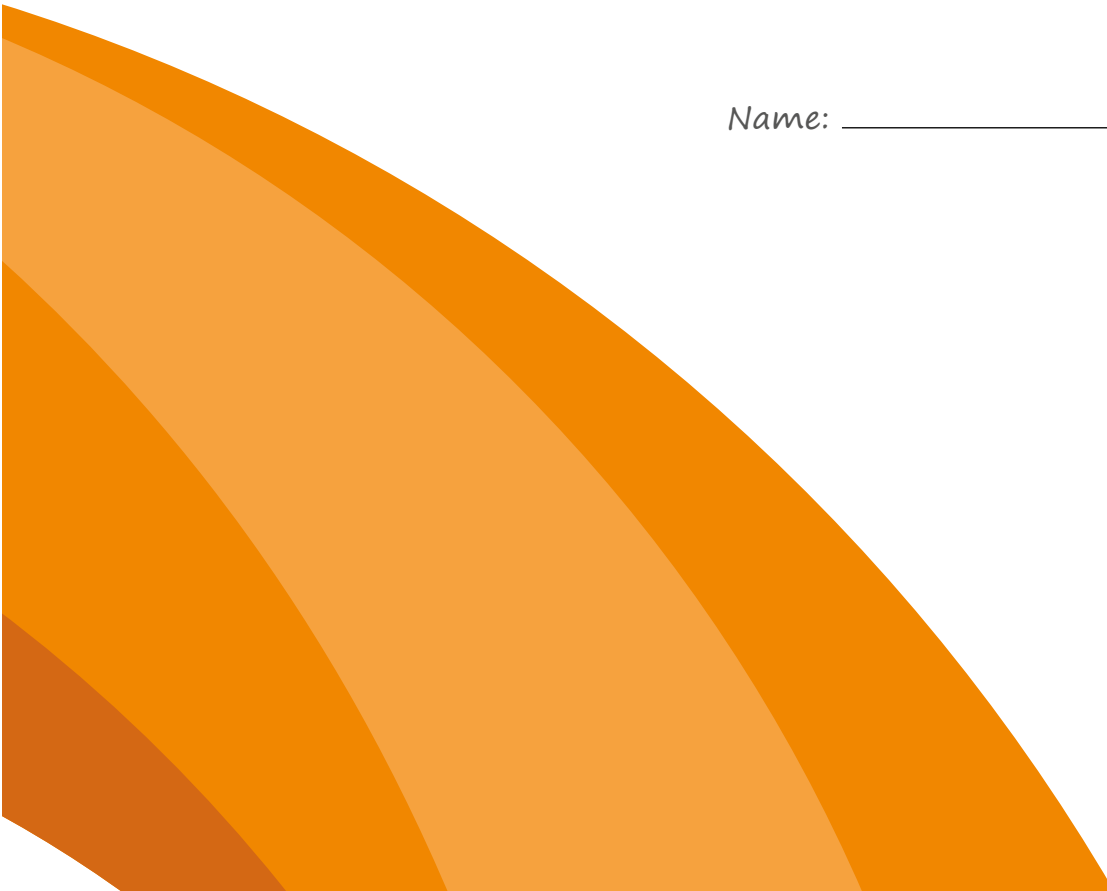


Insights Discovery Accreditation
Applying Insights Discovery

Name: _____



Applying Insights Discovery practitioner guide

This guide will give you tips and resources to help you bring Insights Discovery to life and address everyday business challenges. There are many different applications for the Insights Discovery model: for the individual, a team, leaders, sales people, customer service, and the list goes on! The Insights portfolio is designed to enhance these applications, and is ready for you to use to create significant, positive and lasting changes within the organisations you support.

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01 Designing your learning experiences



Client objectives

One challenge for your delegates is ensuring the learning sticks and they make positive changes. The challenge for you as a practitioner is helping this learning stick and the individual to make positive changes when they are back in their workplace. Taking time to explore the objectives that a client has for a session, and considering how to build the session structure and exercises in a way that meets those objectives will help you to be effective as a practitioner. The questions here may be used as a guide to begin those conversations.

What challenge needs addressing?

What kinds of exercises could these individuals commit to?

Who did you introduce Insights Discovery to? An intact team? New hires? A group of leaders?

Do they need individual exercises to work through or can they work in pairs?

What challenges are they facing that knowledge of Insights Discovery can help them with?

How often do they meet as a team? How much time can they realistically spare to work through exercises? Is the request best from their manager?

“Failing to plan is planning to fail.” – Alan Lakein

Checklist

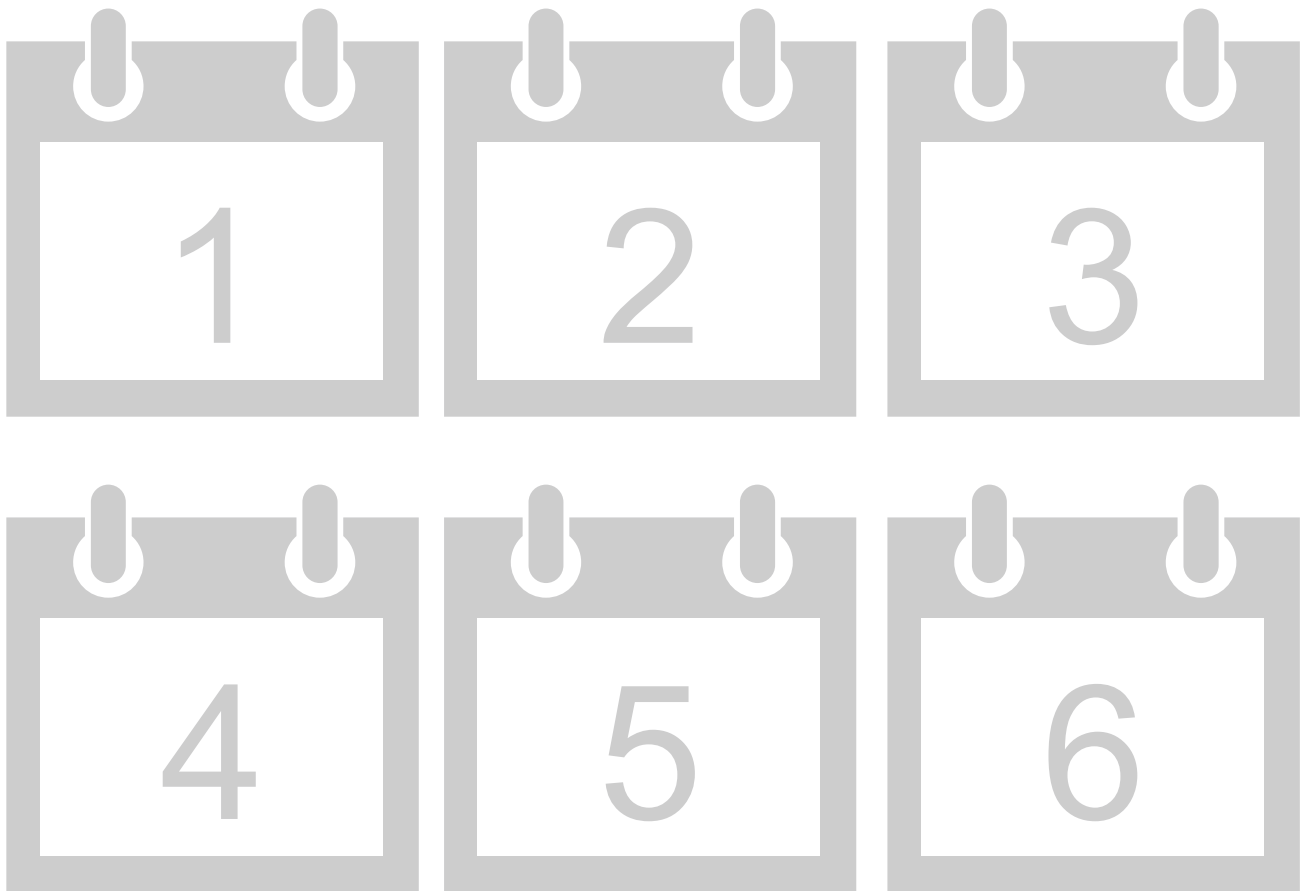
Have you identified the client's objectives and will the planned exercise meet their objectives?		<input type="radio"/>
Is it appropriate?	If the exercise has no clear purpose, is not meaningful to the group or is inappropriate for any other reason then it's best to choose something else.	<input type="radio"/>
Does it suit the preferences of the group?	Always check the graphs and wheel positions of your delegates first so you know if there is a strong group preference. Having done that, there's nothing wrong with stretching people out of their comfort zone but this needs to be done consciously, being mindful of the possible consequences. For example, a predominantly introverted group may need time to think before diving into an extraverted activity. An extraverted group may like the opportunity to talk through their findings after a reflective exercise. If this is not provided it may be frustrating.	<input type="radio"/>
Does it suit my preferred delivery style?	As a practitioner, you need to be comfortable working with all preferences and have a level of competence in all delivery styles. However, if you work in a way that is not aligned with your preferences, it is likely to be hard work and difficult to sustain. So, create a programme of activity that has variety and feels good for you to deliver.	<input type="radio"/>
Can I do it in the space provided?	Some of the exercises involve physical activity so they may need to be amended if your space is restricted.	<input type="radio"/>
Is there enough time to do the exercise properly?	Rushing through an exercise will limit its effectiveness; pick a different exercise if you do not have time to make it meaningful.	<input type="radio"/>
Does it suit the level of the group?	People are people, no matter their job title or position so the majority of the exercises will work for everyone. However, just tweaking the context of an exercise to change its focus can help make it much more suitable for different groups.	<input type="radio"/>

Your first learning experience

Timing	Topic	Exercises	Resources/materials
	Getting started		
	Perception		
	Colour energies		
	Jungian Preferences		
	Introducing the profile		
	Graphs/wheel		
	Team wheel		
	Recognising Type		
	Adapting to connect		
	Action planning and close		

Use this page to record the six things you will do in the next six months

This is one framework you might use to build a plan to help Insights Discovery 'stick' with a team or in an organisation after the initial introduction. Consider six activities that you can recommend or guide delegates through over a six-month period. Make sure you think about what you know about the kinds of exercises or experiences that will be relevant and feasible for any particular group or individual. The next section of this guide provides sample exercises to get you started.





02 Keeping Insights Discovery alive

Section overview

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"So, I know my Insights Discovery Personal Profile – now what?"

It's important to be able to vary your style, knowing when it's appropriate to provide more direction or more freedom, depending on the content and the group.

Take time to consider the needs of each of the colour energies and how you'll address these in your facilitation.

As you are reading the exercise guidelines, take time to consider both what you do and how you do it.

You will often hear those who experience Insights Discovery say, "I wish everyone in my team/office/family could experience this." Many people come out of an introductory workshop keen to apply their learning and share it with others. Even with the best of intentions, this can prove difficult if no additional support is offered. Much like forming any healthy habit, to consistently and effectively use Insights Discovery, you must use it consistently and effectively! As a practitioner, you can create opportunities for your participants to practise, reinforce the learning, and form healthy habits for communication and relationship building.

The following section provides you with practical tools, design tips and ideas to get you started. It will spark your creativity as you help your participants embed the learning.

We have provided 30 exercises for you to use with your delegates. Although these are tried and tested, we strongly suggest you go through a check-list like the one in this practitioner guide before using them with your delegates. It is important that each client group feels the agenda is created uniquely for them rather than being 'off the shelf'. Once you are confident with your Insights Discovery knowledge you can, of course, design your own exercises. We would love to hear your ideas through Connections, the Insights Discovery practitioners' web forum.

Another important consideration is your facilitation style. As a practitioner you can operate in a range of styles – from telling the group exactly what to do and how to do it (directing) to asking the group what they want to do and in what way, then providing the space for it (enabling and empowering).

Exercise guidelines

The A B C of Keeping Insights Discovery Alive includes 30 exercises:

- A. Ten short (5-10 minutes to complete)
- B. Ten medium (20-30 minutes to complete)
- C. Ten long (60+ minutes to complete)

So, no matter how much time you have, there's something here to get you diving into Insights Discovery. These exercises can be used immediately after an Insights Discovery workshop – no additional knowledge or experience is needed. Doing these exercises will help you maximise the value of applying Insights Discovery in the workplace.

The exercises can be done as:



a self-directed exercise



in a pair



in a team



online

Where a take-away for the participant would help the delivery of an exercise, we recommend using job aids to reinforce the key learning message and activity cards to help your participants with applying Insights Discovery as they go about their everyday work life. There are samples of these job aids provided that support some of the exercises listed in this section; this will be noted in the exercise description. Job aids, like all learning materials, can be ordered through your Insights contact.

Set A

The following ten exercises can be done in approximately 5-10 minutes. These exercises don't require a practitioner's guidance, only the initial instruction. They could be used to kick off a team meeting or close a conference call, or sent via email or posted on an internal social media site. The level of follow-up and discussion about the exercise is up to you and the sponsor/team leader who has asked for Insights Discovery to be used. The goal is to get people back into their profile, considering what their needs are and what impact they could have on those around them.

1. Post it

Pick out your favourite statement from your profile and post it on social media.

2. Be happy

Choose three statements from your personal overview that you are most happy about. Post them where you can see them so you can be reminded of your strengths.

3. Share your appreciation

Based on what you have learned about the colour energies, tell one colleague or friend something about them that you appreciate (using the language of colour).

4. Top strength

Pick out what you think is your top strength. Ask friends, family or colleagues to share examples of when you've demonstrated this well and (if you can handle it) when you've over-extended this strength to the point it may have become a weakness.

5. Standing out

Pick six words that stand out for you from your Value to the team page and put them on display where you work. Remember to embody these strengths in your interactions.

6. Strength in action

Choose a key strength that you want to focus on and resolve to put it into action throughout the day (or for as long as you need it).

7. Please do/please don't

Pick one key statement from your Effective communication page and one from your Barriers to effective communication page. Share them with the person who needs to hear them most.

Set B

The next ten exercises require more time, up to 30 minutes. These are powerful exercises that really help continue the discussion and deepen the learning for individuals. Having a practitioner to facilitate these exercises is recommended.

1. The A to Z of attributes +

This is useful for ...

Helping people identify how all four colour energies contribute to the effectiveness of a given topic.

What you need ...

Flip paper or online whiteboard with the alphabet written vertically down the left hand side; one per group of six.

How to run this exercise ...

Split the group into teams of up to six people. Ask them to create 26 attributes for a particular topic as quickly as possible, one for each letter of the alphabet.

Topics that work well for this activity are:

- Attributes of an effective leader
- Attributes of an effective team
- Attributes of an effective sales person

Once all groups have completed the task, ask them to rotate clockwise or move them into a different breakout room to look at a different list. They note down which colour energy each word stems from, recognising that the answers 'none' and 'all' are valid. They count up how many times each colour energy was used and share their tally. Collect each group's tally and discuss the implications. Be sure to emphasise that all four colour energies are needed to be effective.



2. Contract of commitment

This is useful for ...

Creating action and personal commitment between team members.

What you need ...

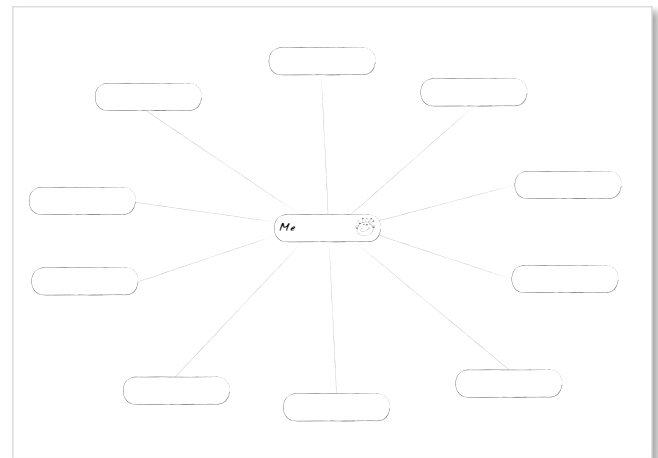
Contract of commitment (see Discovering Team Effectiveness workshop journal).

How to run this exercise ...

Each individual uses either the contract template in the journal, electronic copy or a hand-drawn equivalent (see example below). Ask individuals to put their name in the centre circle and write the names of the other team members in the circles around the outside.

Individuals should spend time reflecting on what their requests are of their colleagues before engaging in dialogue. When ready, they should seek out the individual and ask “What can I do for you?”, and capture on paper what they agree with the other individual. If in the online environment, this can be done using a private chat function or similar. Then, it will be the individual’s turn to make their request of their colleague. This is captured on the other person’s paper. Each individual ends up with a paper filled with what they have committed to for each relationship (the individual’s sheet will now be filled with requests of them for their colleagues; you may want to suggest they capture the requests they make of their colleagues for later reference).

It is not absolutely necessary for everyone to speak to everybody else in the team: just ensure the key relationships have been discussed.



4. Name that colleague +

This is useful for ...

Improving communication in a team and helping team members gain a better understanding of each other's communication needs.

What you need ...

Insights Discovery Personal Profile – Effective communication pages; paper or electronic document; foam or electronic blocks (ordered and placed at feet or shown on camera).

How to run this exercise ...

Ask the team to review the Effective communication pages of their Insights Discovery Personal Profile. Each person identifies one key statement from the Do page and one statement from the Don't page. On a blank piece of paper or electronic document they write their name followed by the two statements (making it clear which is the do and which is the don't) and give it to you as facilitator.

Explain you will now read out each page (without identifying whose statements they are) and, as you read the statements for an individual, their job is to identify who they believe those statements belong to. You can either have individuals write down their answers, and reveal after everyone has guessed, or have the group collectively agree whose statement it is and reveal then.

Remind them that the clues will be in the words themselves, so get them to pay attention to the colour energies behind the statements. Once all statements are shared, discuss when it was easy and when it was hard to determine which statements belonged to which colleague.

5. Unfolding feedback +

This is useful for ...

Giving and receiving feedback in a team and heightening self-awareness.

What you need ...

Paper; questions – examples opposite.

How to run this exercise ...

Individuals are given a piece of paper and write their name on the bottom of it. With the group sitting in a circle, they then pass the paper to the person to their right. Ask the first question and everybody writes down a response based on the person whose name is on the paper.

They then fold the paper over so that their response is not visible, making sure the person's name is still visible at the bottom of the sheet. They then pass the paper to the next person on their right. The facilitator again reads out a question and an answer is written down, the paper folded, and the process repeated. Consider the team's needs; you can ask alternating positive/negative questions, or stick with mostly positive.

At the end of the questions, each person will receive back a sheet of paper with all the feedback on it. Encourage discussion around the feedback and provide a place for further questions of clarification around certain pieces of feedback.

Unfolding feedback questions

What one thing do you value most in this person?

What do you think this person brings to the team more than anyone else?

What would you like this person to do more of?

What would you like this person to do less of?

What would you like this person to continue doing?

What can you learn from this person?

What can this person learn from you?

If you could thank this person for one thing, what would it be?

How would you like to see this person develop?

What do you need from this person in order to do your job effectively?

What do you really admire about this person?

If you could give this person one piece of advice, what would it be?

What should this person try to focus on?

What could this person do to be a more effective team player?

If you were to be critical of this person, what would it be for?

If you were never to see this person again, what would you miss?

What do you think motivates this person?

What do you think this person would want to be remembered for?

6. Value to the team

This is useful for ...

Exploring the gifts each individual brings to a team.

What you need ...

Insights Discovery Personal Profile – Value to the team page; paper.

How to run this exercise ...

Split the group into small groups of 3-4 (physically or in breakout rooms) and ask the participants to identify three statements from this page they feel they bring to the team. They share these statements asking others to comment on the statement and where these may have been exhibited or evidenced. These discussions should inform next steps and action plans. Individuals may wish to use a G-WAVE or other action planning model.

An alternative approach might be ...

With the group in a circle, everyone writes their name on the Value to the team page and passes it round the group in a clockwise rotation. With each rotation individuals identify the statement that is most relevant to this person. Statements are initialled for later discussion and passed on so others can share their feedback.

7. X marks the spot

This is useful for ...

Giving and receiving feedback in a team.

What you need ...

Insights Discovery Personal Profile – Key strengths and possible weaknesses pages.

How to run this exercise ...

Profiles are opened at the Key strengths page and circulated around the team by passing around in a circle. Each person places an X by one or two strengths they see most in this individual and then does the same on the Possible weaknesses page. Individuals can mark the same statements as previous people if they choose.

Once each person receives their own profile, they take it in turns to make one or two observations about the feedback and then ask one or two questions to the group, based on the feedback.

If running in an online session, have each individual share the Key strengths page of their profile on screen. Allow the rest of the group to use the annotate function to make their marks on the page. Screenshots can then be taken for reference.

8. Using D4 for effective communication



This is useful for ...

Giving feedback to a colleague on enhancing their communication.

What you need ...

Effective communication pages; D4 feedback model job aid.

How to run this exercise ...

Facilitate an open discussion on giving and receiving feedback and discuss what helps feedback to be heard. Share the D4 model and give one or two examples of how it can be used. Suggest each person picks one statement from their Effective communication page that is important to them and that is not being met by someone they interact regularly with. Ask them to work in pairs, using the D4 model and breakout rooms (where required), preparing to give feedback.

When they have written down their preparation, they commit to having the conversation with the person involved.

Further resources for feedback are available on Connections.



9. Suggestions for development



This is useful for ...

Determining what development needs are the priority in the team.

What you need ...

Suggestions for development page.

How to run this exercise ...

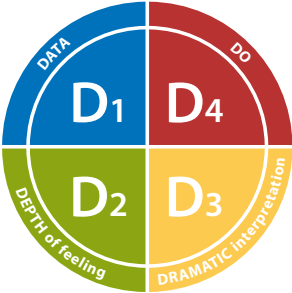
Ask each team member to write their name at the top of their Suggestions for development page of the profile. Circulate the page round the team in a circle. Each time the profiles are circulated to a different person, they put an X against up to three statements that they think the team needs most from this person. Every person's profile should ideally go round every other person in the team until they finally return to their owner. Team members then tally up the Xs and sum up their top two suggestions for development.

These are captured on a flip and the team discuss the impact of these statements being developed.

If running in an online session, have each individual share the Suggestions for development page of their profile on screen. Allow the rest of the group to use the annotate function to make their marks on the page. Screenshots can then be taken for reference.

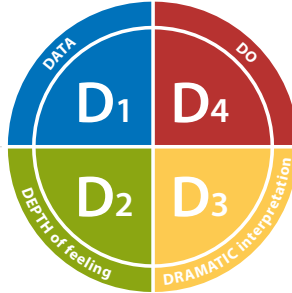
Context

Profile statement “Don’t press me for quick decisions.”

<p>D1: When you asked me if I would help you with this project and wanted an immediate response ...</p>	<p>D4: So, next time please give me at least 24 hours to make a decision so I can think things through ...</p>
	
<p>D2: I felt uncomfortable and under pressure ...</p>	<p>D3: I made it mean that I was letting someone else down and risking losing their trust ...</p>

Context

Profile statement “Be prepared to share problems openly.”

<p>D1 – When you were visibly upset after last week’s meeting but didn’t say why ...</p>	<p>D4 – Tell me if I’ve upset you and let me know how I can give you the support you need ...</p>
	
<p>D2 – I was worried about you and I felt frustrated that I couldn’t help ...</p>	<p>D3 – I wondered if I’d done something that might have contributed to that ...</p>

10. Colourful line-ups +

This is useful for ...

Helping team members assess their relative intensity of each colour energy, in relation to each other.

What you need ...

Flip chart and a room big enough to accommodate the team or PowerPoint slide with continuum lines for each energy and photos or initials for each team member; individuals could bring their profile, and their Insights Discovery - An Introduction workshop journal for reference.

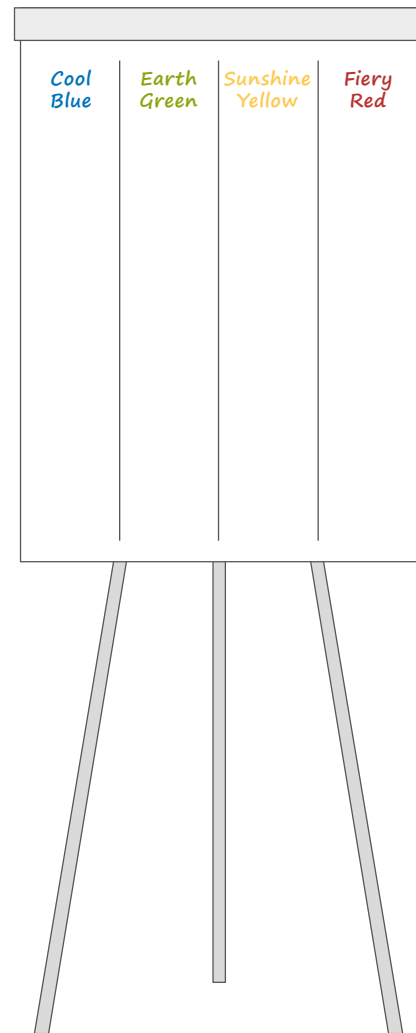
How to run this exercise ...

Working with one colour energy at a time, ask the team to position themselves in a line in order of perceived intensity for that colour energy (this can be done physically or using drag and drop of their photo/initials on the screen). You may need to provide a brief recap of both the good day and bad day characteristics of each colour energy. Allow time for discussions to take place as this is happening, encouraging dialogue as individuals determine who has more and who has less of this colour energy.

When the line has formed, ask individuals to identify some words/phrases that describe the intensity of that colour energy in their section of the line.

Capture the words on a flip or whiteboard, linked to an intensity bar chart for that colour energy (low to high).

To capture the output, ask each person to write their name or initials on the flip or whiteboard in order of intensity (this exercise is also part of the Discovering Team Effectiveness workshop journal).



Set C

These exercises require the most amount of time to run, and most require a practitioner to facilitate. The more learning that can develop for your participants as they focus on their understanding and application of the Insights Discovery model, the more positive and lasting change will be created.

1. Insights Discovery reflections



This is useful for ...

Helping an individual or group reflect on what they have learned after being introduced to Insights Discovery and how they are applying the learning.

What you need ...

Insights Discovery - An Introduction workshop journal or slides to reference the key points.

How to run this exercise ...

Facilitate an open discussion around what the group learned in the workshop and how they could apply their learning in the most beneficial way.

Questions

What have you noticed since you were introduced to Insights Discovery?

What are you seeing differently? How has your perception shifted?

What have you shared with your family/friends/colleagues about your learning?

Which colour energy could you consciously use more of? How would you do this and why would it be useful?

Would it be beneficial for you to use less of any of the colour energies? Why and how would you do this?

Where have you been able to adapt your communication to meet the needs of others? What did you do and what impact did it have?

How could this learning be useful to you in your role?

Are there any challenges about how you are able to apply Insights Discovery that you want to discuss?

2. Creating a team charter +

This is useful for ...

Creating a set of ground rules around the four colour energies that all team members can buy into.

What you need ...

A template powerpoint slide that can be populated with the final charter.

How to run this exercise ...

Using the four colour energies as a framework, the team creates eight specific statements that sum up what the team need to focus on as they move forward. There should be two statements for each of the four colour energies – a suggested guideline is one statement focuses on what they will do and one identifies what they will not do. One option is to split the group into four and have them focus on one colour energy each; another is to split them into two and have them focus on two opposing colour energies. The best option (group size depending) to get most commitment is to leave them as one group and focus on all four colours.

If they were in small groups have them come back and present their views, gain agreement, and finalise the wording of the team's commitment.

3. Year in review +

This is useful for ...

Identifying how the use of the colour energies have impacted a team's performance.

What you need ...

Four flip charts or slides.

How to run this exercise ...

Assign one flip chart or slide to each of the four colour energies. Either in one whole group or in smaller groups, they reflect on the past year and note down on the flips or slides:

- the positive highlights that demonstrated where the team made effective use of that colour energy
- the low points that demonstrated a negative use of that colour energy

On completion, team members review all the flips or slides and determine what they need to change so that they use the colour energies more effectively. Ideally they should identify what they need to do more of and what they need to do less of.

4. Team dynamics under pressure +

This is useful for ...

Exploring how the use of colour energies changes in the team when they are under pressure.

What you need ...

An activity that puts the team under pressure; the Insights Discovery wheel mat (72-Type).

How to run this exercise ...

Discuss how the colour energies typically respond under stress. Next, carry out a short team activity for approximately ten minutes that increases pressure for the team.

A great and very simple exercise is to use a long stick (approximately eight-feet long) and ask all individuals to stand shoulder to shoulder, allowing the stick to lay across their fingers (with open palms). The team goal is to lower the stick to the ground – but everyone's hands must maintain contact with it. The team is not allowed to grab the stick. When setting the exercise up, have yourself and someone else hold either end of the stick. As they get into place, people will push the stick upwards as they try to maintain contact with it. When you let go to start the exercise, the stick will move upwards. Say nothing, but see what happens as the group tries to lower the stick to the ground.

Note how behaviours change as the pressure increases. Team members are then invited to debrief the exercise by considering their own behaviour under stress and standing on a wheel mat in the position that they typically go to. They describe their behaviour and how it relates to that wheel position. Team members can also give feedback, e.g. "John, I saw Helper energy in your behaviour when you ...".

When the exercise has been debriefed, ask how this exercise mirrors typical behaviour of the team under pressure.

Questions

How do colour energies change in the team when under stress?

What behaviours emerge?

Are certain relationships in the team tested more than others when the team is under pressure?

Why might this be?

What can you do differently, individually and collectively, to be more effective under pressure?

5. Team mobility +

This is useful for ...

Increasing awareness of the mobility and agility within the team, and encouraging individuals to stretch their preferences for the benefit of the team.

What you need ...

Insights Discovery wheel mat or slide (72-Type).

Insights Discovery team wheel.

Insights Discovery Personal Profile – Wheel and colour graphs page.

Four colour blocks (physical or electronic).

How to run this exercise ...

Review the team wheel on a PPT/poster and discuss (i) what you would expect the team's strengths to be and (ii) where there are gaps. Capture on a flip or whiteboard.

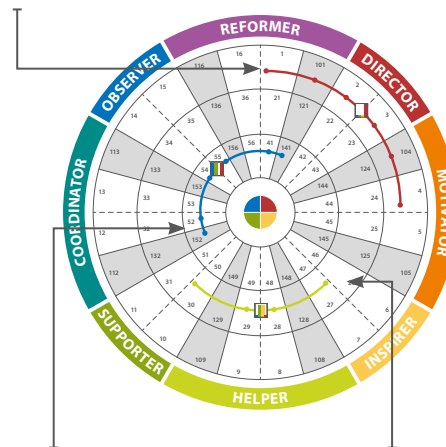
Each individual is then asked to draw on paper a shape or an image that represents them in some way. They'll need six copies of this image, so encourage them to keep it simple. If running online, they can create the image electronically.

Each team member claims their wheel position on the Insights Discovery wheel, and orders the colour blocks

from 1-4 in line with their wheel position. Ask everyone to place the shape/image that represents them on their wheel position.

Then ask each individual to identify where the mid-line is in their colour order and split their blocks at this mid-point. Invite them to locate any other position on the wheel that has the same colours above and below the line, and place their image/shape on it.

Someone in the focused ring will have six wheel positions to link



Someone in the accommodating ring will have six wheel positions to link

Someone in the classic ring will have four wheel positions to link

7. Colourful comparisons

This is useful for ...

Sharing differing perspectives of the team and identifying specific actions for the team to Start, Stop and Continue.

What you need ...

Four-, Eight- or 72-Type wheel mat or image.

How to run this exercise ...

Gather the team around the wheel or share it on your screen. Ask the questions one at a time, and ask the team members to move simultaneously and stand in (or place an annotate marker on) an area of the wheel that represents their view.

Facilitate some dialogue after each question is asked, to review the responses, paying particular attention to where there was an extensive diversity in the team members' perception.

Conclusion

To complete the exercise, ask the team to define the following:

Start – One thing that the team agrees they should start doing.

Stop – One thing that the team agrees they should stop doing.

Continue – One thing that the team agrees they should continue doing.

Colourful comparisons questions

Strengths/weaknesses

- The colour energy that best describes the strength of this team is ...
- The colour energy that best describes the weakness of this team is ...
- The colour energy this team should definitely use more of is ...
- The colour energy this team should definitely use less of is ...

Decision-making process

- The colour energy that our team access most in the decision-making process is ...
- The colour energy that our team accesses least in the decision-making process is ...

Working under pressure

- The colour energy that best describes this team when we are under a little bit of pressure is ...
- The colour energy that best describes this team when we are under intense pressure is ...

8. Team culture +

This is useful for ...

Discussing how the four colour energies show up in the culture of a team or organisation and determining the benefits and/or drawbacks of making change.

What you need ...

Four flip charts or white boards.

How to run this exercise ...

One colour energy at a time, discuss in your team how the colour energy shows up both in good day and bad day form in the team as a whole. Write key points down on two sides of a flip or whiteboard and discuss the impact of these in the team. Identify the pros and cons and decide as a team what needs to shift in the culture. Facilitate the team in determining what colour energies they need to use more of/less of and how they will do that.

Practitioner note

There is a team culture questionnaire in the Discovering Team Effectiveness workshop journal, which can be completed and discussed as an aid to this exercise.

10. Adapting and connecting

This is useful for ...

Giving participants an opportunity to develop their skill in applying their knowledge of Insights Discovery.

What you need ...

Insights Discovery Personal Profile.

Insights Discovery - An Introduction workshop journal.

See Insightful adapting strategies job aid.

How to run this exercise ...

Quick review of the four colour energies, then break the group into their dominant colour energy groups. Ask them to complete a flip chart or whiteboard with the following three sections:

- How you will notice my dominant behaviours
- When communicating with me, do ...
- When communicating with me, don't ...



Each person is to identify a situation where the relationship would benefit from focus on adapting and connecting.

- First identify the individual's eight type (highest/lowest colours)
- Then review Insightful adapting strategies job aid and identify a plan

Run a modified knee-to-knee exercise: divide the group into pairs and ask each person to take a turn trying their strategy. They should give their partner enough information about the person they're trying to connect with so they can try to respond as they might. Switch partners.

Endless possibilities

As you can see, there are many ways to keep the conversations and concepts of Insights Discovery going, long beyond the introductory workshop. At Insights, we believe strongly the real magic of Insights Discovery is found as individuals are back in their real life, when they are experiencing significant positive impacts as a result of applying their knowledge of the Insights Discovery system. These 30 exercises are just the tip of the iceberg! You can use these to get into action quickly with your participants and spark your thinking about what else you might do. And we have more ideas! If you want something a little different and aren't certain what that may look like, get in touch with your Insights contact.



Insights Discovery essentials

72-Type wheel mat

1. Centre stage + 

Put the wheel mat in the centre of the space with the delegates sitting around it. It is visually stimulating, acts as a great focal point and reinforces the learning.

2. Post-it + 

Use post-it notes to stick on the wheel for certain activities so everyone can sit back down and refer to the feedback without having people standing on top of it.

3. Resolving conflict  or + 

Where there is a difference of opinion, invite the people involved to stand on the mat on their wheel positions as they describe their view. This helps to see it as a preference issue rather than a personal one.

Card game

1. Snap +

Shuffle the cards, deal them out evenly then play snap (with the blank side up) in the same way you would with your children, grandchildren, nieces or nephews. 'Snap' is going to happen pretty regularly with only four colours but here is the difference – when someone puts their hand on top of the pack and says 'snap', they turn over the top card and read it out. They then come up with an example of when they have demonstrated that trait. If the team agree with the claim, the person wins the pile of cards and restarts the game with a new card. If there is sufficient challenge from the team that this person did not actually demonstrate this trait as they claimed, they do not win the pile and the game continues with the cards left on the table. A referee may be a good idea – but they must know all the players well to be able to verify the claims (or not).

2. Colour challenge or

Pick a card at random from the pile of your lowest colour energy. Consider how you can bring that trait into action that day. Why not engage a partner so they can encourage you and verify when you have done it successfully? Your partner could take part too and pick a card of their own.

Least like me +

Select two cards of each colour. From the eight, pick out the one that is least like you. The team sit in a circle then, one at a time, each person reads out their 'least like me' card and asks one other person, who they think does this well, for advice on how to build strength in this trait. Once everyone has spoken about one card, allow the activity to continue with any remaining cards that people feel they want advice on.

Feedback on my dominant +

Each team member picks one random card from their dominant colour energy pile. They then ask the team for feedback on when they have seen this trait in action.

Random feedback +

Each team member picks one card at random (any colour). They then pick the person in the team they think most strongly displays the trait on the card and gives them feedback on when they have seen this in action.



Colour blocks

1. At your desk or email signature

Put the blocks in order at your desk or into your email signature so others can see them. Change these when you consciously want to use the colour energies in a different order from your typical preference.

2. In meetings

Decide as a team what emphasis each colour energy should have at the meeting and put the blocks in the corresponding order. For example, most of all we need to determine some actions but it is also important for us to listen to everyone's perspectives – so Fiery Red is on top then Earth Green, etc.

3. Perception of team culture

Ask all team members to order a set of blocks corresponding to how they see the team use the four colour energies. This could either be a general view or in relation to how the team used the colour energies in a specific team meeting or project. Discuss the different perspectives. As an optional second part, ask them to reorder the blocks corresponding to how they think the team should use the colour energies. Again discuss different perspectives.

4. Feedback in a team

Focusing on one team member at a time, each person puts their blocks in the order they see this team member using the colour energies. The team member can then ask questions to ascertain why individuals see them as they do.

5. Relationship building

Work with a person you want to build a better relationship with. Both of you order your blocks in your order of preference and discuss where you connect and where you conflict. Agree a plan for how you will both use your colour preferences in a way that will enhance your connection.

6. Skittles

Build 'pins' about six blocks high and play skittles using a soft ball or similar. Observe behaviour during the game and facilitate a feedback session after as to what colour energies were in evidence.





03 More Insights Discovery applications

A lot can be built on to the core foundations of Insights Discovery. In this section, we will share some ideas to get you started when applying Insights Discovery with a team, in a sales situation and with leaders.

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Teams

Insights Discovery helps individuals and teams to value their uniqueness and that of others. It promotes diversity and helps people appreciate their differences. In a team setting, it gives people a language for discussing their collective strengths and challenges, and a framework for understanding their team dynamics.

Exploring team dynamics

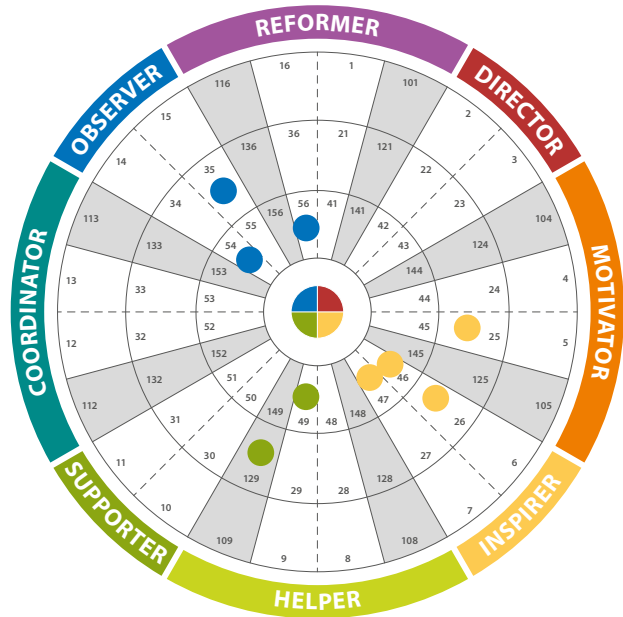
How many people in this team have:

Cool Blue energy above the line?

Earth Green energy above the line?

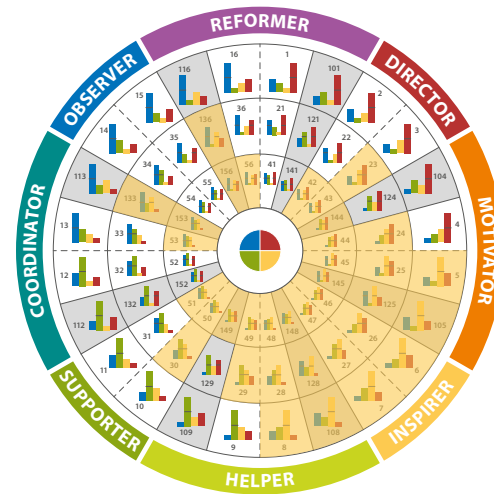
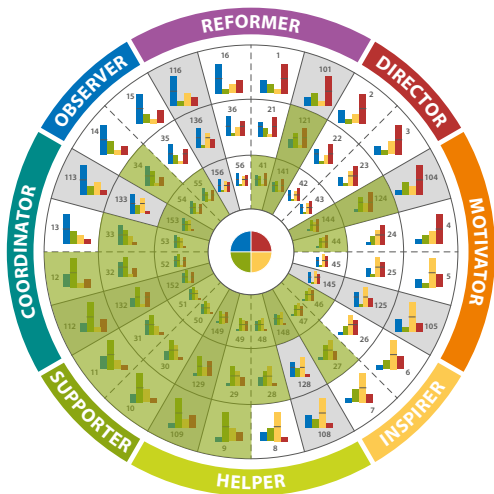
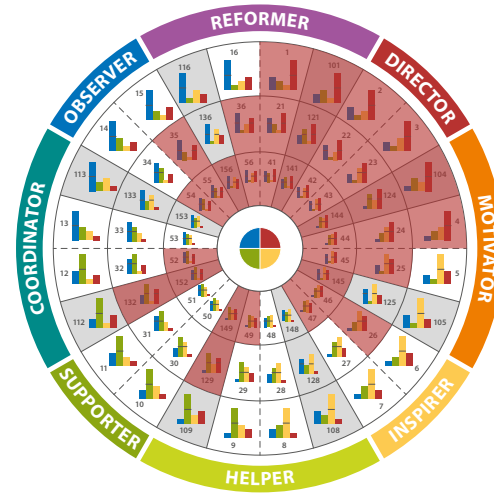
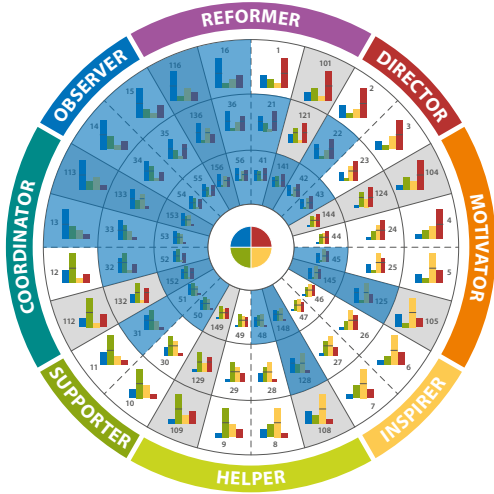
Sunshine Yellow energy above the line?

Fiery Red energy above the line?



CO

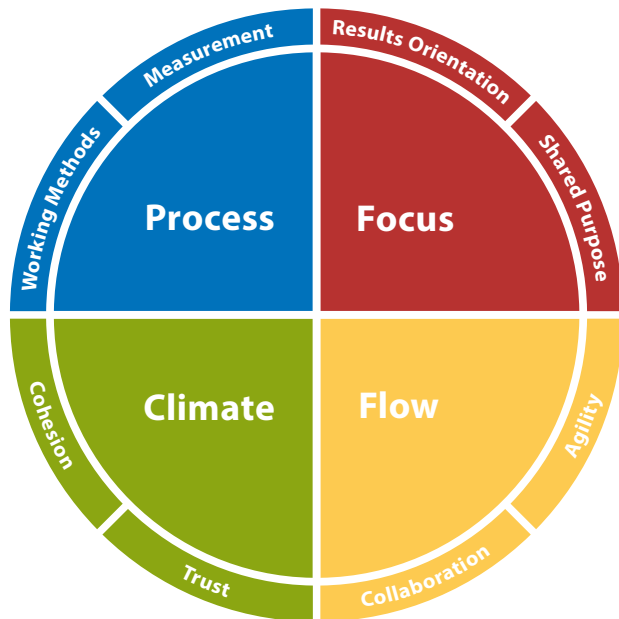
Above the line



Discovering Team Effectiveness

The Discovering Team Effectiveness workshop journal is ideal for an intact team who wants to improve their effectiveness. Most typically this is offered as a follow-on programme to a Beginning the Journey experience, though it can be the first step in a team's journey. For that to work well, the design of the programme would need to shift to accommodate this start point. A facilitator's booklet and slide-set are available to help you work with this content.

One model that is introduced in the Discovering Team Effectiveness workshop journal is the Team Effectiveness model.



With the introduction of the Team Effectiveness model, discussion shifts from individual and team preference to the team's capability. The opportunity for the team is to create a shared view of their effectiveness as a team in each of the four pillars – Focus, Flow, Climate and Process. Remember, this is not the same as team preferences. For example, if the majority of the team has a strong preference for Earth Green energy, it does not necessarily mean the team's Climate will be highly effective. More detail on the Team Effectiveness model can be found in the Discovering Team Effectiveness workshop journal, and Facilitator and Coach Notes.

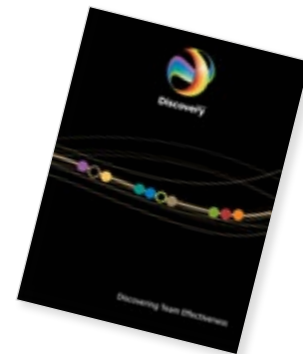
Additional resources

Discovering Team Effectiveness workshop journal

Facilitator notes

PowerPoint slide deck

'Working with teams' Facilitator and Coach Notes



Sales

With the inclusion of the Effective selling chapter in the Insights Discovery Personal Profile, the use of Insights Discovery in a sales environment is evident. There are two key pieces to this work:

- Understanding how preferences impact approaches to selling
- Recognising others' preferences and adapting a selling style accordingly to meet their needs

The Discovering Sales Effectiveness workshop journal is designed as an alternative next step to follow the Beginning the Journey work. It helps the delegates look at how they use their colour energy preferences in selling and what happens when they over-use one or more of the colour energies. It also focuses on Recognising Type and Adapting and connecting. These pieces are designed to help individuals develop strategies for interacting effectively with their customers. Different styles of customers, aligned with the eight types, are outlined and role play exercises included.

The workshop journal also features some of the pages from the Effective selling chapter of the Insights Discovery Personal Profile. The profile chapter, built around a six-step model, gives each individual a personal overview of their selling style followed by strengths and suggestions for development in each step of the sale.

The Insights Six-step model of selling



Additional resources

Discovering Sales Effectiveness workshop journal

Facilitator notes

PowerPoint slide deck

Facilitating and coaching with the Effective selling chapter

Effective selling chapter pages of the Working with the Insights Discovery Personal Profile practitioner guide.

Leadership

Applying Insights Discovery in a leadership context helps leaders to:

- Understand how their colour preferences impact their leadership style
- Recognise the preferences of those they lead and consider how best to lead each individual in a way that best meets their needs

The Discovering Leadership Effectiveness workshop journal, as well as looking at the strengths of the colour energies in leadership, also looks at the flip side, i.e. how bad day behaviours can have a negative impact on leadership. This helps leaders to look at how they may over-play certain colour energies and the effect this may have. In addition to bad day expression of some preferences, insufficient use of a leader’s lowest colour energy can lead to a gap in their capability as a leader.

The journal introduces the **Four manifestations of leadership**, which align with the Jungian Preferences around the wheel. Working with this model helps leaders to assess the focus of their leadership and determine where their focus may need to shift depending on the current needs of their role.

The Management chapter of the Insights Discovery Personal Profile is featured in the Discovering Leadership Effectiveness workshop journal. In this chapter, the Managing and motivating pages are more aimed at being managed and being motivated by others whereas the Management style page is designed for leaders.

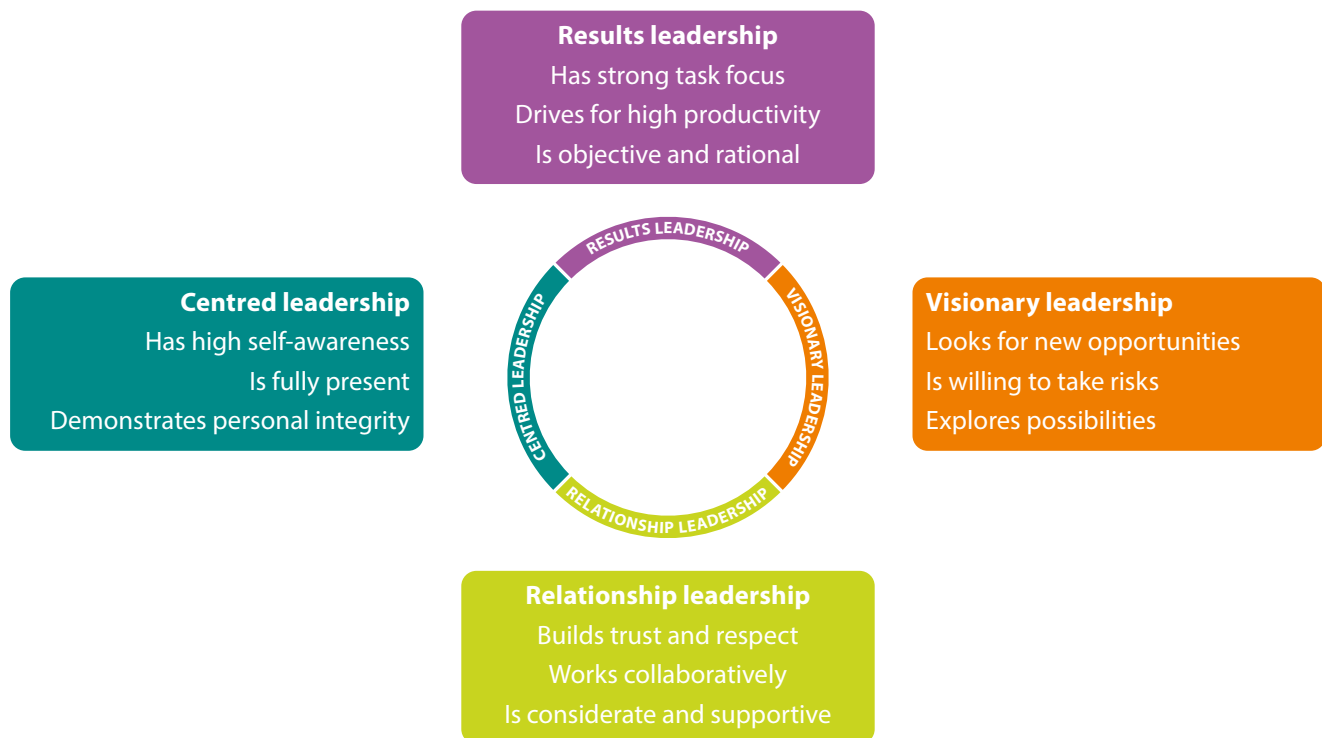
Additional Resources

Discovering Leadership Effectiveness workshop journal

Facilitator notes

PowerPoint slide deck

Management chapter pages of the Working with the Insights Discovery Personal Profile practitioner guide.



Great news! There are lots of resources available on Connections to explore different topics and applications, both for face-to-face and online delivery.



04 Using Insights Discovery to address business challenges

Section overview

The Business Challenge Analysis (BCA) cards

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If you're still reading, then you're aware that moving beyond the introduction of Insights Discovery is a key piece in the success of an Insights Discovery solution, and that there are a number of applications for Insights Discovery that make it even more valuable beyond receiving and understanding an Insights Discovery Personal Profile. A challenge you are likely to face as a practitioner is determining what the right solution is for the people you work with. How do you decide what journey to take your participants on? Do you focus on the team, or dig into the portfolio to see what else is available? We suggest the first thing you do is determine what problem or challenge you are trying to solve. Once you have identified the challenge the organisation or team or individual is facing, you can then design a solution to address it.

You may have a way you do this currently. Great! We want to add to your toolkit to help you layer the language of colour into your issue identification and solution design. The Insights Business Challenge Analysis (BCA) cards can help you gather people's views on their organisation's approach to critical business issues. It also helps them to:

- Get clear on the biggest issues facing their business today
- Create open, honest and rich dialogue among people at all levels
- Build a consensus around an area of focus and gain clarity on how to improve it

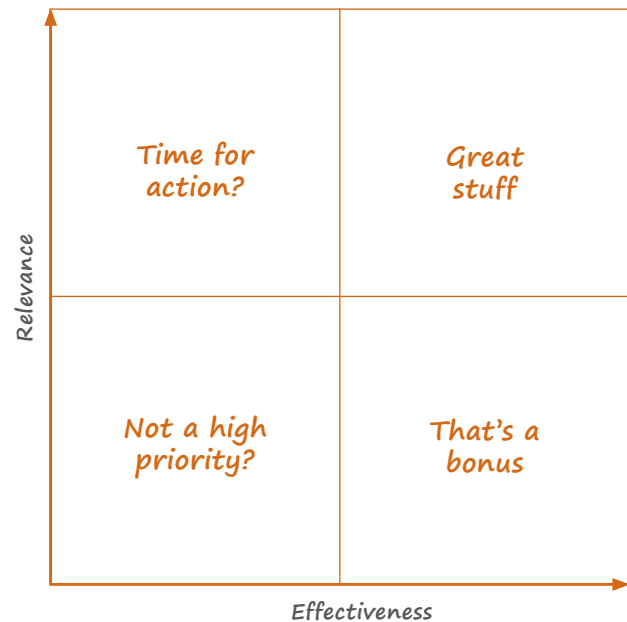
The following is a list of common business challenges organisations face today:

Cost reduction *Increasing agility*
Growing market share *Merger*
Economic pressure *Manpower changes*
 Retaining talent
 Market penetration *Legal issues*
Inexperience *Acquisitions*
Changes in personnel – people joining *Generating revenue*
 Innovation
Lack of results *Synergy*
 Increasing profitability *Shareholder value*
 Productive relationships
 Realising our potential
Client retention *Multi-cultural*
 Changes in personnel – people leaving
Making organisational change
 Getting the best out of our people
Downsizing
 Silo mentality
 Risk management *Defending market share*
 Cash flow

From our experiences and conversations with our clients, we have chosen the top ten business challenges that we will explore with you in more detail.

- Productive relationships
- Getting the best out of our people
- Retaining talent
- Making organisational change
- Changes in personnel – people joining
- Changes in personnel – people leaving
- Increasing profitability
- Increasing agility
- Cost reduction
- Generating revenue

A simple analysis can be done with these ten issues, by considering where you would place them in the following matrix:



How relevant is the issue to your organisation? How effective is your organisation at it currently?

Once you have identified the issues in the 'Time for action' space, you can consider what solution design will begin to address the challenge.

The Business Challenge Analysis (BCA) cards

The ten BCA cards are a useful tool for you to use to initiate conversations with leaders and sponsors about the biggest challenges the organisation is facing.

The individual can identify their biggest challenge; this in itself can be a useful exercise. If you then have the individual turn the card over to see the different approaches to that challenge, the conversation can then move to identifying the business' or team's current approach, and the desired change.

By using this framework to analyse the business challenges, a practitioner can be a catalyst to bring clarity on the biggest issues facing the business today.

Designing solutions to address real business challenges is something we are passionate about. For your participants, experiencing Insights Discovery without having the context of why they are doing it and what specifically it can help them address, is like getting on a cruise ship and not knowing the destination or how long the journey is! If you have any questions or need assistance in this area, get in touch with your Insights contact. We're here to help!

If you would like to explore beyond these ten standard BCA cards, you will find some additional business challenge topics on Connections.



05 Promoting the value of Insights Discovery

Do you need some assistance in articulating the value of Insights Discovery in your organisation? Do you have a key stakeholder who you need to influence?



There are many items available to you, and we are here to help if you can't find exactly what you need or want.

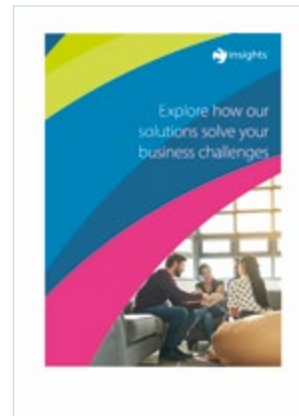
Have you seen our four-minute video on our website, explaining what Insights is about? That's a great place to start (www.insights.com).

We also have factsheets that may be helpful to you. These promote the benefits of Insights Discovery, and can be found on Connections (the practitioner website).

And we have case studies!

Insights Discovery has been used by companies of all sizes across all business sectors from sports to pharmaceuticals. On our website, at the top of the home page, you will find 'Customer case studies'. We encourage you to take a look and get an indication of the scope of what is possible with Insights Discovery.

We have factsheets that may be helpful to you.



Operating practices

- Don't let others use their profile as an excuse for their behaviour
- Take the time to go through the profile with the recipient. Meet in person, or at least have a phone call to discuss their profile in some detail
- Remember, the Insights Discovery Personal Profile is an attempt to describe a person's style. Not define them
- This is about preference ... not capability
- Do not use Insights Discovery as a tool in your recruitment. Skill or interest are not measured
- Everyone is unique and we know ourselves better than any set of questions could identify
- No one Insights Discovery wheel position or type is any better than any other. We are all capable of adapting and connecting, using our colour energies to enhance our effectiveness
- 'Know your limits' as a practitioner. You're not a therapist (unless you are!)
- Please protect our Intellectual Property and trademarks



www.insights.com