



BIRKMAN®
Reaching Further

Personal Style Profile
for
John Q. Public.



Thursday, November 24, 2011

Birkman Code: **BX6396**

*f*oresight
leadership solutions

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...advancing your *shift*

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Birkman® Consultant & Coach
Catalyst Extraordinaire



Jonathan Michael

November 24, 2011

Dear Future Client,

Welcome to the Birkman® Method, the industry-leading personality assessment that facilitates team building, executive coaching, leadership development, career and talent management and interpersonal conflict resolution.

Please take some time to read this report and make note of any aspects that you want to explore or understand. This is a generic report of a person called John Q. Public in the Birkman on demand system that needs no consultant. There are more than 25 different reports in this particular Birkman System. It has multiple applications for coaching and development. Due to privacy laws in North America, we cannot give you the report of any particular person as an example.

Some of the terms used in the report such as “esteem” and “acceptance” have unique significance and usage in the Birkman® Method. Among the 500 + active Birkman Consultants in the world some of us focus on coaching and my primary tool of choice is the Birkman, for my coaching and career transition business as a certified job and career transition coach.

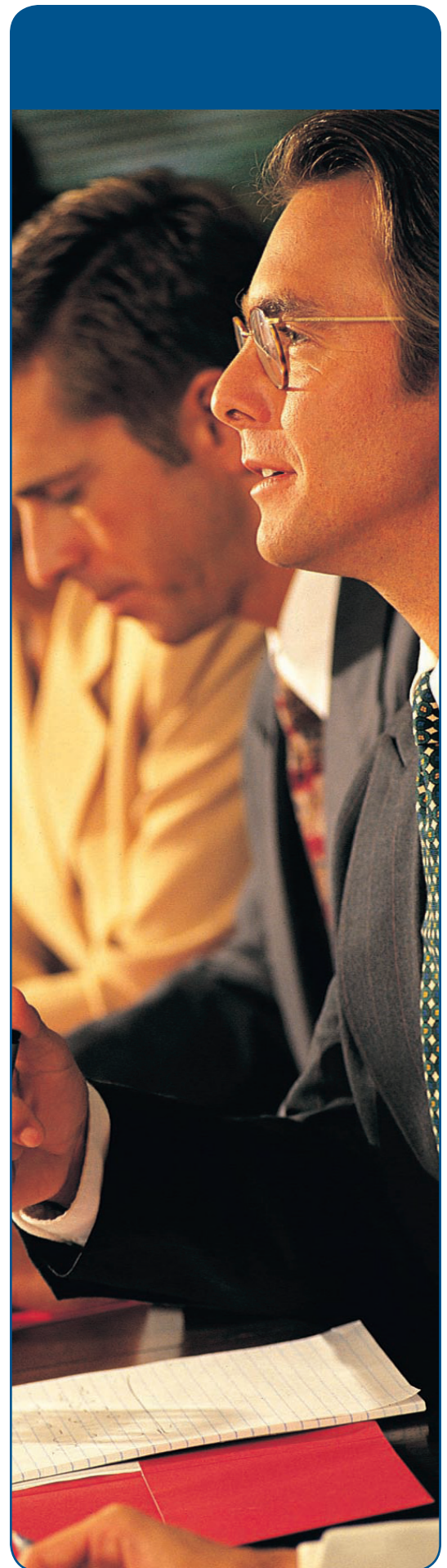
Sincerely yours,

A handwritten signature in cursive script that reads "Jonathan Michael". The ink is dark and the signature is fluid and legible.

Jonathan Michael

Technical Fact Sheet

- **The Birkman Method®** is a personality, social perception, and occupational interest assessment identifying behavioral styles, motivations, expectations, and stress behaviors. This assessment provides an integrated, multi-dimensional, and comprehensive analysis that often eliminates the need for multiple assessments.
- **The Birkman Method®** provides a wide range of non-clinical applications for measuring human behavior and occupational strengths via a series of related report formats that facilitate team building, executive coaching, hiring, leadership development, career counseling, interpersonal conflict resolution, and other applications.
- **The Birkman Method®** consists of ten scales describing occupational preferences (Interests), 11 scales describing “effective behaviors” (Usual behaviors) and 11 scales describing interpersonal and environmental expectations (Needs or Expectations). A corresponding set of 11 scale values was derived to describe “less than effective” behaviors (Stress behaviors).
- **The Birkman Method®** questionnaire consists of 298 items, is delivered online, takes about 45 minutes to complete, and is available in 13 languages.
- **Corporate human resources professionals**, independent consultants, executive coaches, educational institutions, and non-profit organizations have used The Birkman Method® with 2.5+ million individuals over the last 50 years.
- **The 2007 Birkman** normative sample contains 4,300 working adults stratified across gender, ethnicity, age, and occupation, from a variety of industries including healthcare, engineering, transportation, protective services, retail, financial services, and education.
- **The theoretical background**, reliability / validity evidence, and psychometric properties of The Birkman Method® are well-documented in The Birkman Method® Manual (Birkman et al., 2008).
- **Exploratory and confirmatory factor analyses**, item response theory (IRT), and classical test theory (CTT) are used in the scale development and maintenance of The Birkman Method®.
- **The Birkman Method®** scales have test-retest reliabilities averaging .85 and coefficient alphas averaging .80. Face, convergent and divergent construct, and criterion-related validities have been established for The Birkman Method®.



FORTUNE

MARCH 22, 2010



FIELD TEST

career

Are You a Good Fit for Your Job?

The BIRKMAN METHOD claims to be able to tell people where their true strengths lie. It does, I think. *By Jennifer Reingold*

THE BIRKMAN METHOD

TIME REQUIRED: 30-45 minutes, plus minimum one-hour consultation / COST: \$495 (individuals)
WEBSITE: www.birkman.com

REPORT CARD

EXPENSE/EFFICIENCY: **B+**
DAY-JOB RELEVANCE: **A**
LIFE-CHANGING POTENTIAL: **B**

AS A MANAGEMENT WRITER, I had a good gig for a good long time: analyzing how others manage without having to do it myself. That recently changed. I became an editor at *Fortune* and found myself calling meetings, cajoling others to work with me, and doing the things I once loved to criticize.

So when a Houston company called the Birkman Method offered me the chance to get a read on my own flaws and faculties, I couldn't resist. Its test—developed by Roger Birkman in 1951 after the World War II pilot and Ph.D. noticed how people's perceptions of one another hurt teamwork—has been taken by more than 2.5 million people and used by the likes of Boeing and Procter & Gamble. At \$495 for individuals (corporate rates vary), it consists of 298 online questions and takes about 30 to 45 minutes. After that you get your results—presented in a one-hour feedback session with a Birkman-trained consultant.

I settled in at my desk, expecting something complex; what I got was a series of seemingly repetitive true-and-false questions. Most had to do with what I believed “most people” did—and alternatively what I believed I did. A sample: “Most people make excuses for their mistakes.” (I don't.)

It is within those contrasts that the science lies, Birkman, now 91, says. Another differentiation is that Birkman looks at a person's “usual” behaviors and “stress behaviors,” along with “underlying needs.” Stress behaviors happen when those needs aren't met; you've seen it when your boss goes nuclear in a heartbeat.

I soon received the Birkman Preview, a 50-odd-page personalized analysis (more extensive reports are available). I was surprised, wowed even, by what I learned—even though some of it was a tad disturbing. It has already affected the way I act at work.

The report placed me on a four-color grid in terms of my interests and activities, my “usual” style (me during normal times), my needs, and my stress behaviors. My interests put me deep in the blue quadrant, which means I'm a creative who likes working with ideas. My “usual” style fell into the green area, which correlates in my case to hav-

ing a people-oriented and forceful style. (Those who know me call that “big-mouthed” and “blunt.”)

Yet my own needs were the opposite. All that directness doesn't go over well when I'm on the receiving end. It turns out that I need to be appreciated and supported. It can be a problem in both managing and being managed, because I am an inadvertent hypocrite. If I don't get that support, stress behavior (evil Jennifer) appears. I become indecisive, pessimistic, and sensitive to criticism.

Another section, good for career changers, measures areas of interest. I'm in the right place. Literary was my best match, followed by music. (Did they know about my wedding-singer fantasies?) The worst: mechanical and outdoor work.

The Birkman Method's results weren't shocking, but they got me thinking about my interactions. The report provided several checklists of things such as “management style” (manages by delegation, a somewhat legalistic orientation) and “biggest mistakes you can make with her” (burdening her with unnecessary rules, interrupting).

The verdict? Very helpful in learning what I need to succeed. If only there were a Birkman Jr. for my kids. ■

COMMENTS: jreingold@fortunemail.com



Jonathan Michael

F.A.Q.

What is the process of doing the Birkman® Method?

The Birkman questionnaire and related reports are accessed through the Internet using the proprietary online system. Using BirkmanDirect®, respondents are emailed a unique link to access the Birkman questionnaire or are provided a unique password.

Respondents complete the 298-item questionnaire over the web. Time to complete the questionnaire averages 30 to 45 minutes. Results are available to the consultant or coach immediately upon questionnaire completion. The consultant can create and print from a variety of report sets from anywhere in the world, to view, print, save to disk or send electronically.

Can I interpret the results with my friend or coach?

The Birkman is meant to be administered by a certified Birkman Consultant. Others may deal with the results, once they have been interpreted to apply the results (like coaches or counselors) but the best person to help you understand it, is a trained Birkman Consultant/Coach. Don't settle for less.

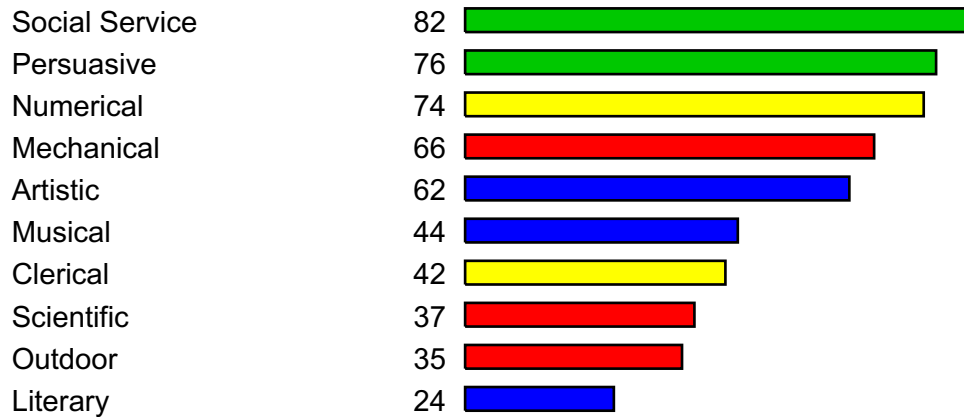
Once I get it done online, what is next?

Your consultant will be immediately informed, and in our case we collate reports and send a digital copy to the client within 24 hours on a weekday. If you do it on a weekend it will take longer. We also, unlike many others provide a hard copy in a special tabbed binder for lifetime use. Depending on the level of coaching or interpretation a minimum 60-90 minute interpretation is necessary. This can be done face to face, or with the use of video chat or telephone. Clients hail from diverse locations such as UK, India and USA. We are located in the Greater Vancouver area . *If you require a personal face to face interpretation in Nova Scotia or Costa Rica, please ask us about the costs! We might love to do that for you!*

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jonathan@theforesightway.com or 604.901.4909

Areas of Interest

The numbers listed below indicate percentile rank in broad **occupational areas** and give a **good indication** of the individual's *occupational interest*.



Persuasive - Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.

Social Service - Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.

Scientific - Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.

Mechanical - Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.

Outdoor - Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

Numerical - Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.

Clerical - Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.

Artistic - Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.

Literary - Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.

Musical - Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.

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The Organizational Focus represented by your four color bars refer to the convergence of your behavior, needs, and interests. Each color represents a specific behavior style: Planning, Communicating, Organizing and Expediting.

The order of the bars is important:

The Bottom Bar is your natural style, which exerts the strongest influence on how you perform in a particular role.

The Second Bar from the bottom is your supportive style, which reveals your approach to problem solving.

The Top Two Bars may represent potential blind spots or areas for development.

The length of the bars is important:

A longer bar indicates that the behavior color has a greater impact on your behavior.

A shorter bar indicates that the behavior color has less impact on your behavior.

Career Strengths Colors for : JOHN Q. PUBLIC

Similarity to others in this job arena:	Intensity	Intensity
Red - Expediting Yellow - Organizing Green - Communicating Blue - Planning		

Combining Career Strengths and Behavioral Traits (*by color*):

Review the following characteristics in each Career Strength Color and identify the characteristics which best describe you. Give special attention to the characteristics pertaining to your bottom two bars.

Red - Expediting

* Frequently Behavior includes:

Usual:
hands-on
forceful
decisive
quick and brief

Stress:
detached
demanding
impatient
impulsive

- Focuses on Operations and Production
- Values Tactical, Short-Term Goals
- Takes Action on Objectives
- Communicates Candidly

Green - Communicating

* Frequently Behavior includes:

Usual:
persuasive
conversational
energetic
aggressive

Stress:
bossy
talkative
restless
pushy

- Focuses on Persuading and Promoting Efforts
- Influences and Motivates People
- Supports and Manages Change
- Actively Communicates with Others

Yellow - Organizing

* Frequently Behavior includes:

Usual:
organized
factual
detailed
scheduled

Stress:
controlling
habitual
nit picking
stubborn

- Focuses on Organizational Process/Systems
- Values Accuracy and Detail
- Analyzes Data Thoroughly
- Appreciates Stable Environment

Blue - Planning

* Frequently Behavior includes:

Usual:
soft-hearted
reflective
cautious
idealistic

Stress:
sensitive
free spirit
indecisive
dreamy

- Focuses on Strategy and Innovation
- Generated Ideas and Concepts
- Values the Welfare of People
- Operated with and Idealistic Outlook

*Due to the natural complexity of human behavior, may not always apply.

JOHN Q. PUBLIC

This Birkman International Workbook contains the following topic(s):

Career Focus
Your job search
How he/she approaches job interviews
The job search: Your strengths
Organizational fit
The effect of interests on work
Understanding the Life Style Grid
Understanding Areas of Interest
Understanding Organizational Focus
Understanding Preferred Work Styles
Understanding the Components

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About this Birkman International Dialog Workbook

Instructions

1. Use the Workbook with another person

The Workbook is designed to be used by two or more people working together. Please don't use it on your own -- you will not get the full benefit of the Workbook if you try to use it by yourself.

2. Work with one Topic at a time

If your Workbook contains more than one Topic, work with each Topic separately. Don't try to deal with more than one Topic at a time.

3. How to work with each Topic

- For each Topic, find the page that describes you.
- There are checkboxes next to each statement that describes you. Next to each statement is a checkbox. Find two or three statements that you feel best describe you. Put a check in the checkbox next to each of those statements.
- Wait till your training partner(s) have done the same.
- Now take turns telling your training partner(s) why you chose the statements you chose. Tell your training partner(s) why you chose those statements. Let your training partner(s) do the same.
- Now you can discuss the statements you chose. How do the statements affect the way you relate to your training partners? For each training partner, how do the statements that he/she chose affect their relationships with you? Do the statements suggest what your strengths may be? Do they suggest why you might have problems with your training partner(s) from time to time? Are there any changes that you and your training partner(s) could make as a result of your discussions? What might you and your training partner(s) do differently in the future? How can these statements, and your discussions, help you meet your joint goals?
- When you have concluded your discussions, *write what you have learned and what you intend to do in your Action Plan (the last page of this Workbook).*

Topic 1: Career Focus

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 1: Career Focus

	Name	Description	Score
[]	Accounting	General accounting, tax accounting, general auditing, controllers	8
[]	Knowledge Specialist	Counselors, psychologists, ministers, nursing managers, employee relations, professors, litigation specialists. Managers with high scores are often specialists in some area of expertise and may oversee smaller teams	7
[]	Social Service Counseling	Clergy, therapists, counselors, social workers, sociologists, psychologists	6
[]	Pre- or Post-Sales, Services	Bank marketing, sales of stocks and bonds, sales of medical services	6
[]	Human Relations, Training	Career counselors, HR and employee relations, marketing and advertising, legal assistants and consultants, industrial relations, lobbyists	6
[]	Financial	Banking operations, tellers, financial analysts, loan officers, financial officers	6
[]	Pre- or Post-Sales, Product	Sales engineers, sales of energy, pharmaceuticals, medical equipment, software; purchasing agents and buyers	6
[]	Arts	Visual arts, literary and editorial positions, performing arts, architecture, art sales, travel agents	5
[]	Teaching	Teachers, professors, educational administrators	5
[]	Administrative Management	Benefits administration, internal auditors, credit administration	5
[]	Advocacy/Career Generalist	Lawyers in litigation and business specialties. High scores are also characteristic of respondents who may be generalists, or who may not yet have determined a specific career path	4
[]	Health and Wellness	Nutritionists, pharmacists, nurses, physicians, health administrators, clinical scientists	4
[]	Direct Sales, Services	Insurance sales, real estate sales, telecommunications sales	4
[]	Investigative Research	Environmental workers and specialists, biologists, geologists, chemists, physicists, nuclear scientists	4
[]	Delegative Management	Property managers, sales managers, bank managers, controllers, administrators, managers in the entertainment and hospitality areas	4
[]	Direct Sales, Product	Sales of merchandise, clothing, costumes, jewelry, appliances, furniture, autos, general retail sales	4
[]	Technical Design	Medical technicians, computer analysts, programmers, agriculture, petroleum engineers, production engineers, civil engineers, electrical engineers, chemical engineers, mechanical engineers, research engineers	3
[]	Enforcement/Security	Enlisted military, firefighters, paramedics, police	3
[]	General Administrative	Receptionists, office clerks, secretaries, administrative assistants	3

[]	Maintenance/Operations	Operators in the energy and chemical industries	3
[]	Directive Management	Managers of operations, manufacturing, construction, petrochemical plants, telecommunications, utilities, police departments, grocery stores, information centers, and military officers	3
[]	Craftsmanship	Operators in manufacturing and construction	3
[]	Data Entry	Data entry clerks, bookkeepers, accounting or billing customer service	1

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Topic 2: Your job search

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 2: Your job search

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION 1: Approaching your job search

- Directly ask those you know for networking contacts
- Use your organizing approach and follow a structured plan as you pursue your job search
- Ideally, find a job that allows you to be competitive and to be paid on results
- If possible, actively start your job search as soon as you can
- You like to push yourself on occasions, and this is a time that such an approach is appropriate
- You'll feel you're achieving most if you pursue several different lines of inquiry at the same time

SECTION 2: When the job search becomes stressful

- Under pressure, you can be a little too terse
- You're tempted to withdraw or hide when things get tough
- You have a tendency to focus too much on what the job pays and not enough on things like work conditions
- You may be inclined to blame yourself for your job loss or for your inability to find another
- You can find it hard to sit still and concentrate on what you committed to do, because it's easier to keep trying something new

SECTION 3: Finding and developing a support group and/or process

- Seek the support of friends who will be direct and forthright with you
- One or two close supporters are more beneficial to you than a group of more casual friends
- Seek the support of people who expect much of you and who understand your self-critical nature
- Stay away from distractions

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Topic 3: How he/she approaches job interviews

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 3: How he approaches job interviews

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: When he is at his best in the interview

- Responds directly and unselfconsciously to questions
- Most comfortable when the interview follows a structured format rather than being casual or informal
- Not afraid to express his differences with the interviewer
- Not afraid to discuss remuneration issues, particularly where these are related to competitive achievement
- Likely to come across in the interview process as an energetic candidate
- May appear self-critical during the interview, though this may well be the result of the high standards he sets himself
- May well address two or more topics at the same time during the interview process
- Sometimes has a slightly unorthodox way of looking at things which may become apparent during the interview

SECTION B: When he is less at ease in the interview

- Can be too direct and forthright
- May fail to respond adequately to social cues in the interview process
- May become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- May appear over-eager when money matters are raised
- Can appear too self-critical, and critical of others too, during the interview process
- May start addressing another topic before fully answering the question that was asked
- May sometimes be tempted to say something unconventional when feeling pressured

SECTION C: Preparing for the interview

Practicing with a friend before an interview is an excellent idea. If he does this, he should ask his friend to watch particularly for the potential issues listed here

- He should be prepared to be courteous if the interviewer is attempting to put him at his ease
- He should remember that he may need to show social abilities if there is an interviewing panel or if the interview is conducted in a social setting

- [] He needs to keep calm even if he feels provoked in some way during the interview process
- [] He should have a prepared number of personal successes to talk about in the interview, and should avoid getting over-analytical about the questions he is asked
- [] He should be prepared for an interviewer to ask some unrelated question while he is still answering the previous question
- [] He should beware of saying something idiosyncratic when he is caught off-guard during the interview

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Topic 4: The job search: Your strengths

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 4: The job search: Your strengths

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- You like influencing people directly, persuading them to your point of view or training them
- You enjoy and can be effective at helping other people and making their lives better or more productive
- You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
- You are straightforward and find it fairly easy to speak your mind, even with superiors
- You're structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- You're competitive, and are prepared to work hard in order to be the best
- You have a high energy level, and like to be busy doing things rather than thinking about them
- You're demanding, both of yourself and others, and you like to set and attain high standards
- You like to have plenty of variety in your work, and to have more than one task to do at a time
- You like to experiment sometimes and see how the more unorthodox approaches to problems can succeed where more routine solutions might not work

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Topic 5: Organizational fit

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 5: Organizational fit

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- Thinks in terms of classic organizational structure; relates well to the formal management structure of the large organization
 - Prefers to manage using a combination of formal management training and field experience; inclined to be doubtful of those who are over-dependent on management theory, or of those whose management background is purely experiential
 - Tends to be motivated primarily by the inherent interest he has in work or in its results, rather than by work for its own sake
 - Can be something of a free-wheeler: tends to base his actions on what benefits the organization or his immediate group rather than on corporately mandated or abstract values
 - Something of a free spirit; may be less predictable than other people in terms of his response to the corporate "line" and more inclined to follow his own way of thinking
-

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Topic 6: The effect of interests on work

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 6: The effect of interests on work

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- Has an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
 - Has above-average interest in promoting ideas, products, or services
 - Has an unusual combination of promotional interest and an affinity for number. Might be effective in pre-sales or post-sales work; selling financial products or services; or positions which involve some accounting work with selling activities
 - Brings a level of curiosity -- perhaps an investigative or research focus -- to the work that he does
 - Likely to respond well to positions which involve helping people
 - More interested in work which helps other people than might be suspected from the rest of his interests
 - More attuned to working with numbers than people who share his general interests
 - Not likely to be interested in positions which involve reading or writing
-

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Topic 7: Understanding the Life Style Grid

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 7: Understanding the Life Style Grid

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- [] He combines a liking for practical tasks with an interest in persuading or teaching other people. He is interested in both products and services, in both what is being "sold" and the people who are "buying" *InterestXM, InterestYH*
- [] Combines insight into the thinking of other individuals with a certain degree of authority. Personal interaction with others, socially or one-on-one, is characteristic of his usual behavior, with an emphasis on his own feelings and the feelings of other people *UsualXH, UsualYM*
- [] Most comfortable in surroundings which encourage focus on the task at hand, which are structured and predictable to some extent, and where other people are not domineering *NeedXL, NeedYL*
- [] Has a high Challenge score. You should therefore use caution when talking to the respondent about his stress behavior as represented on the Life Style Grid, as descriptors for High Challenge respondents can be less accurate. See the Introduction to this Topic for more details. Rely on the Stress statements from the Components instead *Challenge UsualH*
- [] Under pressure, may start to become too concerned about working to a structured plan and less concerned about how that will affect other people; can become over-focused on the task at hand, to the exclusion of secondary but important issues *NeedXL, NeedYL*

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Topic 8: Understanding Areas of Interest

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 8: Understanding Areas of Interest

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- Significant level of interest in activities involving influencing or persuading other people
Persuasive H
 - Significant level of interest in helping others *Social Service H*
 - Above-average liking for working with numbers or in an environment that has a strong numerical component *Numerical H*
 - Low level of interest in the written or "read" word *Literary L*
 - Unusual combination of liking for persuasive activities and for tasks involving numbers. Most people score high on one or the other (or neither). Merits additional discussion with the respondent *Persuasive H; Numerical H*
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Topic 9: Understanding Organizational Focus

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 9: Understanding Organizational Focus

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- [] Tends to understand and relate less well to operational functions *OR* to deal with these matters in an unusual or even unorthodox manner. **You must determine which from your discussions with the respondent;** do NOT make any assumptions *RedL*

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Topic 10: Understanding Preferred Work Styles

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 10: Understanding Preferred Work Styles

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- Does not particularly look like a directive manager; or, if he has this role, handles it rather differently from most managers in similar positions *Directive Management L*
- Tends to apply himself to work when it is interesting to him or engages his attention; not inclined towards continued application when that incentive is absent. **Effective managers may score high or low on this scale** *Work Motivation L*
- (Relevant for managers) Can understand, and is usually prepared to play, the political "games" that are a natural part of the larger corporation. Effective managers in such places tend to look like this *Corporate Adaptability H*
- Something of a "free spirit"; does not necessarily feel bound by societal and organizational rules, though he may observe them for the sake of expediency. Senior managers and other higher-ranking officials with a track record of success are likely to attribute that success to this free-wheeling approach, and will admit that they have had to be careful about exercising that approach too often. For others, this characteristic *may* prove an impediment to personal success. **Discuss the issue sensitively with the respondent: do not make assumptions** *Social Adaptability L; Social Responsibility L*
- Prefers positions involving contact with people to positions involving the collating of data or information *Public Contact H*
- Prefers "by-the-book," indoor, non-mechanical work to outdoor mechanical work (with particular emphasis on the "indoor") *Global H*

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Topic 11: Understanding the Components

About this topic

Remember, a statement appears because it *may* be significant when people work with the respondent, not because it *is* significant. Only the respondent can decide which statements are significant for him/her.

JOHN Q. PUBLIC: Topic 11: Understanding the Components

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: Components: Usual: Comments

- [] Frank, direct and straightforward when relating to others one-on-one. Likely to be a problem only if he is dealing consistently with more sensitive individuals *Esteem Usual L*
- [] Structured, organized, thinks in terms of sequence and precedent. May find it difficult to relate to those who are more flexible or unstructured in approach *Structure Usual H*
- [] Naturally authoritative, seeks active debate and discussion, likes to direct and exercise authority. This generally effective style can sometimes be overpowering for those who prefer low-key direction *Authority Usual H*
- [] **Significantly more competitive than most other people** (average score is about 20). May be self-promotional, likes to win, strives to be the "best" in terms of earnings or material rewards. Knows what other people want to hear, and tries where possible to let them hear that. It can be a very effective style, but it's unusual enough that some people can feel that he is too "pushy" *Advantage Usual H*
- [] High level of physical energy; likes to be actively involved; sees direct action as the solution to most problems. It's a style that can verge on micro-managing, or finding it difficult to leave well enough alone, particularly in the eyes of people with less energy *Activity Usual H*
- [] Self-critical; has high expectations of himself and often of other people too; prefers to determine what is really going on rather than being content with the general perception; can be suspicious of "easy" success. Sometimes can be seen by others as over-demanding *Challenge Usual H*
- [] **More change-oriented than most people** (average score is about 30). Likes to work on several issues simultaneously, and able to move between them with ease. Enjoys introducing change and novelty into his own routine and the routine of others, and can therefore sometimes be seen as lacking focus *Change Usual H*
- [] Can be unconventional in thought and outlook; willing to try new approaches even if they are somewhat unusual or unorthodox; may express views or opinions that are a little outside the mainstream, which can sometimes cause other people to see him as too unconventional *Freedom Usual H*

SECTION B: Components: Need: Comments

- [] Prefers that others are forthright and open with him in one-on-one relationships; may feel uncomfortable when others are over-solicitous or too revealing about themselves *Esteem Need L*
- [] Needs a certain amount of time alone or in the company of just one or two people; tends

to be demotivated if he is required to interact with larger groups for long periods of time

Acceptance Need L

- [] Needs to feel that someone is "in command" -- either him or some other authority figure. Can feel uneasy in the presence of an authority vacuum, or in situations where no one person appears to be in charge *Authority Need H*
- [] Needs to be given meaningful tasks and responsibilities which require that he perform to a demanding standard. Does not respond well to undeserved praise -- expects to be held to high standards of performance *Challenge Need H*
- [] Likely to perform best when offered a predictable environment, a minimum of disturbances, and plenty of notice of any necessary changes *Change Need L*
- [] Can feel stimulated by an environment that features new and unorthodox ideas, and provides opportunities for creative, even unconventional approaches and methods *Freedom Need H*

SECTION C: Components: Stress: Comments

- [] Can become insensitive, terse, or over-direct in one-to-one relationships *Esteem Stress L*
- [] Can ignore or overlook the need for meetings and other group activities; may appear unsociable or remove himself from general social interaction *Acceptance Stress L*
- [] Can become domineering and may appear threatening to less authoritarian people; too tempted to take over if he believes there is lack of necessary leadership *Authority Stress H*
- [] Can become too willing to win at any price; may appear over-calculating or money-focused; can be unaware of the extent to which this overt competitiveness can alienate others *Advantage Stress H*
- [] May have unrealistic expectations of himself and/or others; can believe mistakenly that redoubled efforts will be effective when the basic problem is lack of ability; over-critical of himself and other people *Challenge Stress H*
- [] May become easily distracted; can find concentration hard; inclined to drop one task and pick up another on the basis of seeking diversion rather than dealing with the task at hand *Change Stress H*
- [] May begin to espouse new and unorthodox ideas simply for their own sake; can be dismissive of people with a more conventional approach; may say or do unconventional things merely to see their effect on "ordinary people" *Freedom Stress H*

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An Action Plan

All the discussions you have had with your training partner(s), and all the commitments you may have made with respect to changes, will come to nothing unless you create a plan to bring those changes about.

Create your Action Plan by thinking about what you have experienced while working with this information and your training partner(s).

What have you learned from this experience? What are you going to do differently? How will you *know* you have done what you commit to do here?



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