



Birkman[®] Method Report

for

John Q Public

Thursday, July 7, 2011

Birkman Code : **BX6396**



Jonathan Michael
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604-910-4909



Jonathan Michael

July 7, 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. There are more than 45 different reports in the Birkman System. This is one that I commonly use. 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. This is the reason why there are about 2000 Birkman trained consultants around the world who will interpret it for you. The method can be easily misrepresented or misconstrued by enthusiastic people who do not have this specialized training. I consider myself one of the 500 active Birkman consultants whose primary tool of choice is the Birkman, for my coaching and career transition business as a certified job and career transition coach.

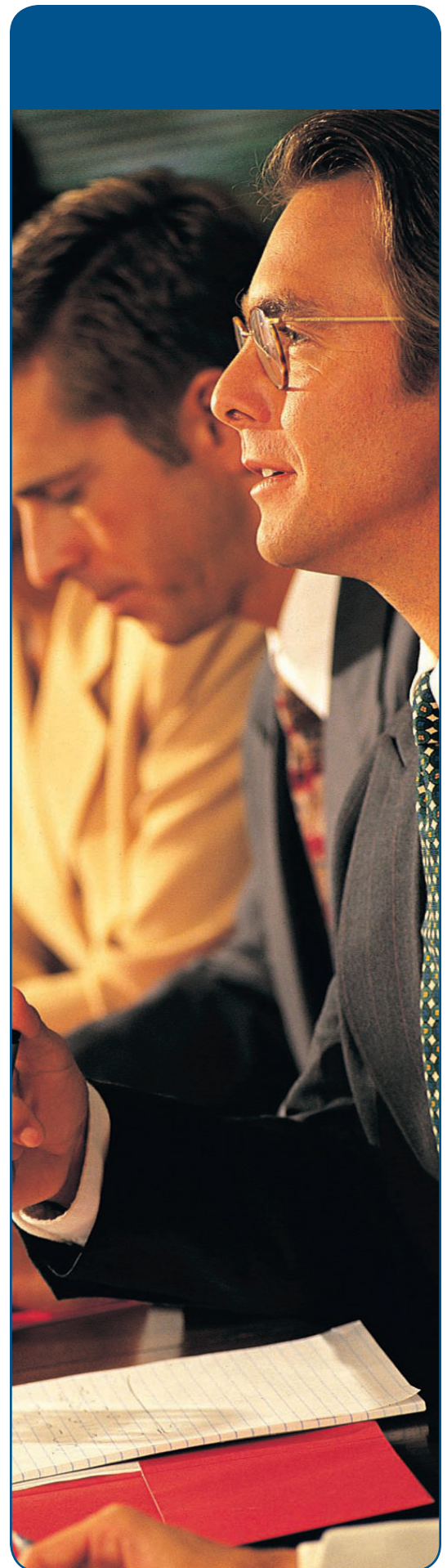
Sincerely yours,

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®.





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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JOHN Q. PUBLIC

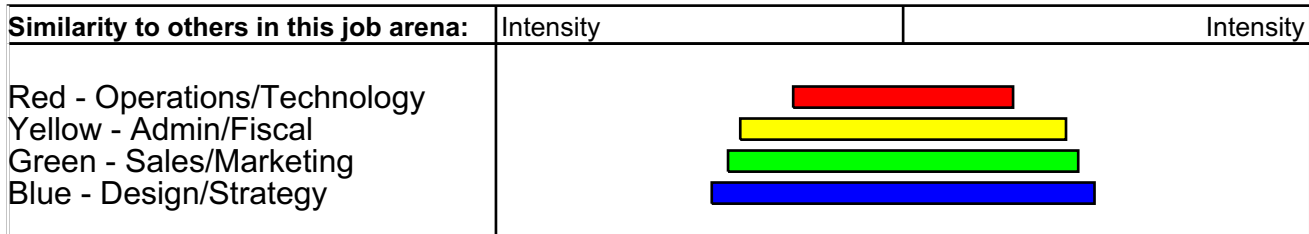
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Profile Summary

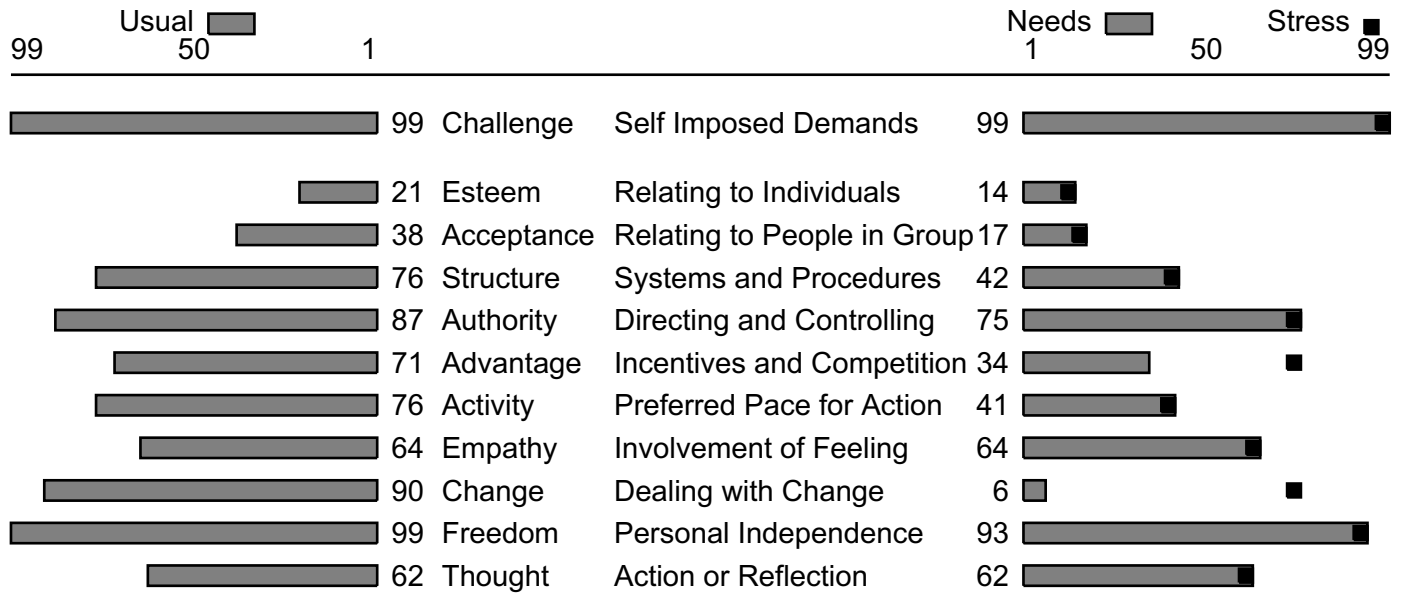
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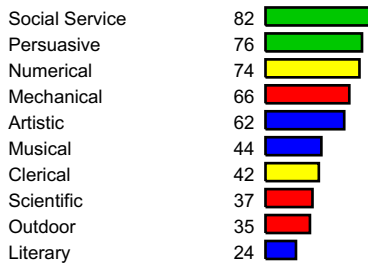
Organizational Focus (Professional Strengths)



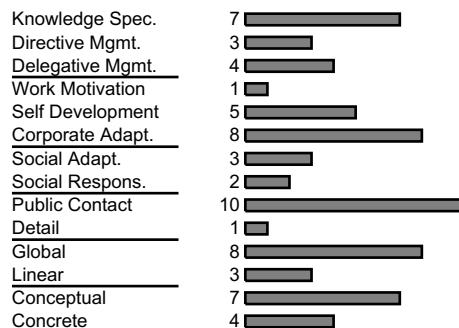
Components



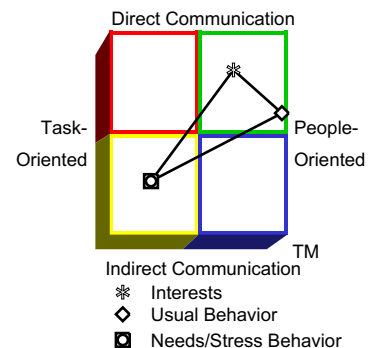
Areas of Interest



Preferred Work Styles

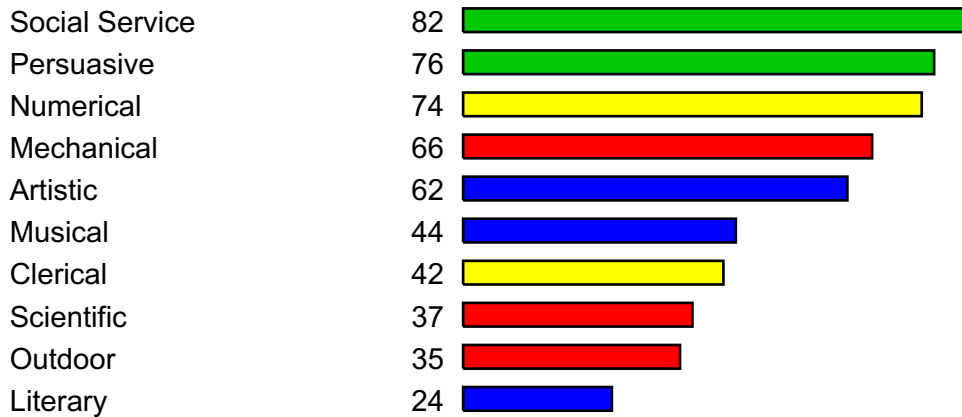


Life Style Grid® (Interpersonal Strengths)



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.

Dictionary for the Components

Esteem

Sensitivity in relating to individuals - the way the individual prefers or needs to deal with close, personal, one-on-one relational issues.

Acceptance

Relating to people in groups - the way an individual relates to others in groups or casual situations. The degree of participation and involvement the individual prefers in work, teams, group and social settings.

Structure

Systems and procedures - how the individual controls issues associated with detail, structure, follow - through, and routine.

Authority

Directing and controlling - how an individual deals with authority.

Advantage

Idealism versus realism - individual and team competitiveness, how comfortably an individual deals with security and materialism with financial or prestige risk.

Activity

Preferred pace for action - the degree to which an individual engages in energetic action or movement. How energy is expressed, directed and recharged.

Challenge

Self-imposed demands for achievement - how an individual manages or maintains commitment and overall self-worth.

Empathy

Involvement of feeling - how an individual expresses and deals with emotions and feelings; openness or comfort with the emotional aspects of life.

Change

Dealing with change - how an individual handles interruptions and disruptions of significant priorities.

Freedom

Personal independence - how unconventional a person is in outlook. The degree of spontaneity in life and work situations.

Thought

Active versus reflective orientation - how an individual deals with decision making. How much time and thought a person requires and expects from others when making decisions.

STRENGTHS AND NEEDS PAGES

The enclosed "Strengths and Needs" pages consist of twelve pages of individualized description and interpretation of the basic needs. The actual scores for the components are not reported on these pages.

For those of you who are steeped in numbers, let us assure you that there are several advantages to this approach. First, it eliminates the concern for the relative "goodness" or "poorness" of a given score. Secondly, while each page can stand totally by itself in terms of its message, the complete information is now easy to understand and comprehend, making it entirely possible to give each person constructive, usable feedback.

The format of the pages is this: there is a beginning paragraph outlining these strengths (Usual Behavior) associated with the particular style. These statements are very positive, and indicate your natural, effective behavior. Then, there is a paragraph describing your Basic Needs. These statements are non-judgmental but help you understand that being maximally productive is dependent on having certain basic needs met. Finally, there is a paragraph outlining POTENTIAL behavior in the event that the need is not met. There is nothing absolute about this Stress Behavior description, but it can easily be used in developing an "early warning system" in identifying and coping with stress.

Organizationally, these pages can help you accomplish many things. As feedback, they are helpful. They provide a foundation to teambuilding sessions and other relational programs. For supervisors and managers, the information is invaluable when dealing with individual problems and conflict resolution. They could easily be integrated into any stress management program, or actually provide the basis for such a program. Coupled with the predictive material, they could become a narrative profile of the individual.

This Report Prepared For:
JOHN Q. PUBLIC

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Strengths and Needs

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PERSONAL STRENGTHS AND NEEDS

Your Report

***This Personal Strengths & Needs report describes your behaviors and motivations.
No attempt has been made to measure your talents or abilities.***

The pages that follow describe information from your Usual, Needs and Stress scores.

SAN/1

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PERSONAL STRENGTHS AND NEEDS

ESTEEM: ONE-ON-ONE RELATIONSHIPS

Your natural tendency is to be direct and straightforward in your personal relationships. Objectivity and frankness are among the considerable assets resulting from your ability to minimize self-conscious feelings.

Strengths:

unevasive
matter-of-fact
frank and open

NEED: In the same way, you are most comfortable when others are frank and direct toward you. When being praised, you need to feel that the compliment is genuine and free of sentiment.

CAUSES OF STRESS: In the presence of shyness or evasiveness you are likely to feel uncomfortable. You do not respond well to subtlety from others, making it sometimes difficult for you to recognize their personal needs and feelings.

Possible stress reactions:

reduced concern for others
detachment
tactless statements

SAN/1

PERSONAL STRENGTHS AND NEEDS

ACCEPTANCE: SOCIAL RELATIONSHIPS

Among your considerable assets is your ability to think and reason independently of group pressure while at the same time recognizing the importance of group dynamics. As appropriate, you are able to be either independent or involved.

Strengths:

balances group and private activities
able to be alone
able to be with others

NEED: In order for you to be really comfortable in group settings, it is important that you have plenty of time to yourself, with relief from constant social pressure. It is easiest for you to participate in groups when you identify strongly with their cause.

CAUSES OF STRESS: Without this identity of cause, or when the pressure to participate in group efforts becomes prolonged or intense, you are likely to feel impatient, perhaps even that time spent with the group is wasted.

Possible stress reactions:

withdrawal
impatience
tendency to ignore groups

SAN/1

PERSONAL STRENGTHS AND NEEDS

STRUCTURE: ORGANIZING

Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

Strengths:

systematic
detail-oriented
procedure-minded

NEED: Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

CAUSES OF STRESS: When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.

Possible stress reactions:

de-emphasis on system
over-controlling

SAN/1

PERSONAL STRENGTHS AND NEEDS

AUTHORITY: *AUTHORITY RELATIONSHIPS*

You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

Strengths:

self-assertive
seeks to influence and excel
enjoys exercising authority

NEED: From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

CAUSES OF STRESS: You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.

Possible stress reactions:

provocative statements
undue assertiveness
becoming bossy or domineering

SAN/1

PERSONAL STRENGTHS AND NEEDS

ADVANTAGE: IDEALISM AND REALISM

By nature, you think in practical and competitive terms and are alert to methods that give you competitive advantage. You know how to handle people in practical matters and are resourceful in competitive situations.

Strengths:

likes competition
opportunity-minded
resourceful

NEED: However, your competitive skills are best put to use in situations that stress teamwork and opportunities to help others. The usefulness of your effort is just as significant to you as winning.

CAUSES OF STRESS: Assuming that others are less competitive than is actually the case can catch you off guard. You have a deep-seated idealism which can on occasion result in disappointment.

Possible stress reactions:

being self-promotional
becoming distrusting
underestimating others

SAN/1

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PERSONAL STRENGTHS AND NEEDS

ACTIVITY: REFLECTION AND ACTION

Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

Strengths:

enthusiastic
energetic
forceful

NEED: However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

CAUSES OF STRESS: External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.

Possible stress reactions:

edginess
feeling fatigued

SAN/1

PERSONAL STRENGTHS AND NEEDS

CHALLENGE: YOUR VIEW OF YOURSELF

More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

Strengths:

driven
strong-willed
high expectations

NEED: You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

CAUSES OF STRESS: You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.

Possible stress reactions:

becoming too self-critical
strong emotional tension
feelings of inadequacy

SAN/1

PERSONAL STRENGTHS AND NEEDS

EMPATHY: *DEALING WITH EMOTIONS*

Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

Strengths:

objective, yet sympathetic
warm, yet practical

NEED: You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

CAUSES OF STRESS: Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.

Possible stress reactions:

dejection
becoming too impersonal
loss of optimism

SAN/1

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Strengths and Needs

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PERSONAL STRENGTHS AND NEEDS

CHANGE: *DEALING WITH CHANGE*

Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

Strengths:

takes changes in stride
responsive and attentive
adaptive

NEED: However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

CAUSES OF STRESS: Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.

Possible stress reactions:

difficulty controlling restlessness
concentration problems
resisting abrupt change

SAN/1

PERSONAL STRENGTHS AND NEEDS

FREEDOM: INDEPENDENCE

You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

Strengths:

inner sense of freedom
individualistic
spontaneous

NEED: The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

CAUSES OF STRESS: Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.

Possible stress reactions:

unpredictable behavior
over-emphasis on independence
too ready to blaze trails

SAN/1

PERSONAL STRENGTHS AND NEEDS

THOUGHT: *MAKING DECISIONS*

With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

Strengths:

thoughtfully decisive
considers future and immediate consequences

NEED: The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

CAUSES OF STRESS: On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.

Possible stress reactions:







delaying actions
becoming too cautious

SAN/1

For each area, there are three bars, showing your usual style, your motivational needs, and the stress behavior which may result if the need is consistently unmet. Your scores appear in the circles on each bar.






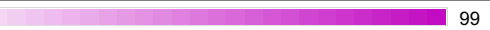
For any bar, the closer your score is to 99, the more the description on the right is likely to apply; the closer your score is to 1, the more the description on the left is likely to apply.

1. Relating to People Individually: how you deal with people one-on-one

Usually:	1  21  99	< a balance >	insightful and intuitive
Will need:	1  14  99	< a balance >	respect of key individuals
To Avoid:	1  14  99	< a balance >	feeling unappreciated on occasions






Esteem

2. Relating to People in Groups: how you deal with people in general

Usually:	1  38  99	< a balance >	friendly and easy to know
Will need:	1  17  99	< a balance >	to feel part of the group
To Avoid:	1  17  99	< a balance >	over-valuing group opinion







Acceptance

3. Systems and Procedures: your planning and organizing style

Usually:	1  76  99	< a balance >	organized and sequential
Will need:	1  42  99	< a balance >	a definite plan in place
To Avoid:	1  42  99	< a balance >	over-insistence on following procedures




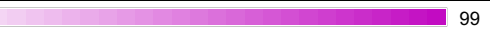
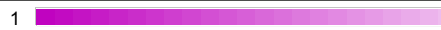
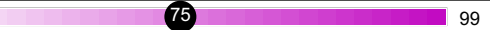
Structure

4. Direction and Control: how you deal with authority

Usually:	1  87  99	< a balance >	directive and commanding
Will need:	1  75  99	< a balance >	to know who is in charge
To Avoid:	1  75  99	< a balance >	becoming domineering, controlling

Authority

5. Teamwork and Individual Competitiveness: your approach to incentive

Usually:	1  71  99	< a balance >	oriented toward individual advantage
Will need:	1  34  99	< a balance >	a means of measuring personal performance
To Avoid:	1  75  99	< a balance >	focusing too much on personal payoff

Advantage

6. Preferred Pace for Action: how you direct your energies

Usually:	1 likes to reflect before acting	< a balance >	76 99 takes direct action to get things done
Will need:	1 personal control over scheduling	< a balance >	41 99 a busy schedule
To Avoid:	1 putting things off	< a balance >	41 99 failing to delegate when necessary

Activity

7. Demands of Work: your success/challenge orientation

Usually:	1 self-confident, focused on success	< a balance >	99 99 has high expectations of self, others
Will need:	1 a success-oriented environment	< a balance >	99 99 personal challenges
To Avoid:	1 denying responsibility for errors	< a balance >	99 99 expecting too much of self and others

Challenge

8. Involvement of Feeling: your subjectivity and objectivity

Usually:	1 objective and detached	< a balance >	64 99 sympathetic and warm
Will need:	1 an unemotional environment	< a balance >	64 99 an outlet for subjective issues
To Avoid:	1 discounting people's feelings	< a balance >	64 99 worrying unnecessarily

Empathy

9. Dealing with Change: how you handle variety

Usually:	1 concentrates attentions well	< a balance >	90 99 likes a variety of simultaneous tasks
Will need:	1 adequate notice of any change	< a balance >	6 99 plenty of different calls on attention
To Avoid:	1 failing to accept necessary change	< a balance >	75 99 getting distracted too easily

Change

10. Personal Independence: how characteristic you are in outlook

Usually:	1 understands how most people think	< a balance >	99 99 individualistic in outlook
Will need:	1 a predictable environment	< a balance >	93 99 opportunities for individuality
To Avoid:	1 discomfort with unusual ideas	< a balance >	93 99 being different for its own sake

Freedom

11. Action or Reflection: how you handle issues in decision-making

Usually:	1 sees issues in terms of black and white	< a balance >	62 99 handles ambiguous situations well
Will need:	1 issues reduced to their simplest form	< a balance >	62 99 plenty of time for complex decisions
To Avoid:	1 being impulsive	< a balance >	62 99 indecision when pressured

Thought

Relating to People Individually

Prefers to be direct and straightforward and is matter-of-fact; and has a need for people to be frank and unevasive in return.

Relating to People in Groups

Likes to think and work independently and enjoys working alone; and needs to be free from constant social demands and group pressures.

Systems and Procedures

Prefers organizing work according to some definite plan and values system and order; but needs to be offered some opportunities for personal initiative as well as organizational support.

Direction and Control

Likes to be self-assertive and actively enjoys supervising and directing others; and needs opportunities for forceful self expression against a background of firm direction and control.

Teamwork and Individual Competitiveness

Prefers to be competitive and resourceful; but nevertheless needs in general assignments which encourage a trusting, team-based approach.

Preferred Pace for Action

Likes to be very active and displays a high energy level; but needs an environment that offers opportunity for reflection as well as stimulating action.

Demands of Work

Responds well to difficult and demanding tasks and goals; and needs the stimulus of personally challenging life and work situations.

Involvement of Feeling

Prefers to be sensitive and sympathetic to the feelings of other people; and needs the support of an environment that is genuinely sensitive to people's feelings.

Dealing With Change

Likes to introduce a good deal of variety and novelty into personal routine; but needs a minimum of such change imposed by the environment or by other people.

Personal Independence

Prefers to exercise personal freedom and be spontaneous and individualistic; and needs an environment that offers plenty of opportunity for independence.

Action or Reflection

Likes to consider all possible alternatives before committing to a decision; and needs to be offered plenty of time for decisions.

INTERPERSONAL NEEDS SUMMARY

Major behavioral needs are listed below.

GETTING ALONG WITH OTHERS

You need the assurance that you have the good will and genuine respect of others on an individual basis.

GIVING AND ACCEPTING DIRECTION

You have a much stronger-than-average need to pursue personal goals and interests independently of formal group control.

HANDLING CONFLICT AND COMPETITION

A minimum of group pressure and control enables you to achieve most over the long pull.

EMOTIONAL AND PHYSICAL STAMINA

You show a definite need for special causes to support, and for difficult, challenging and worthwhile goals to achieve.

ORGANIZING AND PLANNING

Formal organizational controls and restrictions on personal planning should be kept to a minimum.

PROBLEM-SOLVING AND DECISION-MAKING

Where practical, living and working arrangements should be definite, tied down to specifics but still allow some freedom of action.

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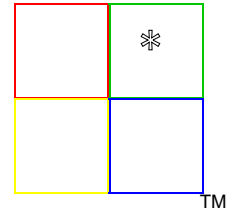
Life Style Grid Summary

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Your GREEN Asterisk shows that you like to:

- sell or promote
- direct people
- motivate people
- build agreement between people
- persuade, counsel or teach

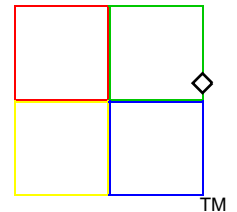


Your GREEN Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

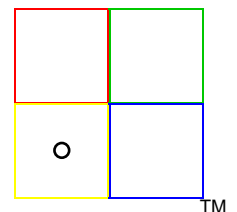
You also tend to be:

- selectively sociable
- thoughtful
- optimistic



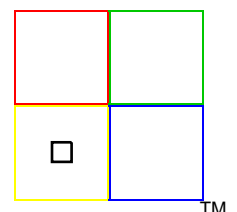
Your YELLOW Circle shows you are most comfortable when people around you:

- tell you the rules
- don't interrupt you unnecessarily
- are democratic rather than assertive
- encourage trust and fairness
- invite your input



Your YELLOW Square shows that your stress behavior may include your being:

- over-controlling
- resistive to change
- conforming
- quietly resistive
- rigid



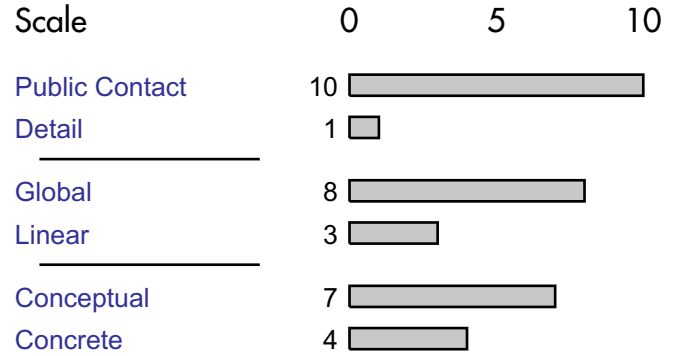
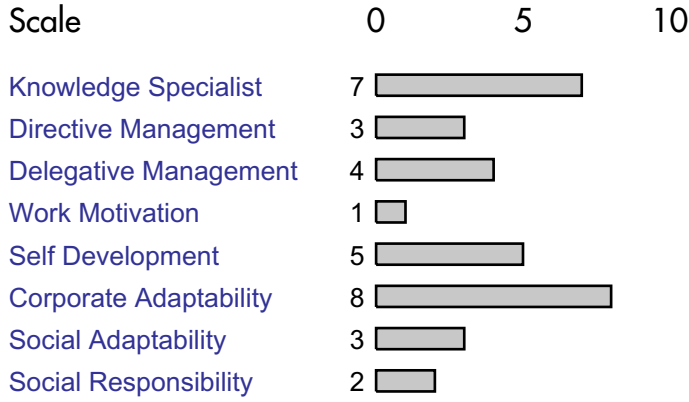
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Preferred Work Styles

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The following are descriptions of typical behaviors of High Scores (7-10).

Knowledge Specialist: Contributes and leads by utilizing personal expertise and knowledge to find solutions. Leads by example. This includes managers and executives who are leaders in technical, educational, consulting and other specialized fields.

Directive Management: Personal, direct involvement in problem solving, controlling and implementing. Leads from the front in exercising authority. Includes managers and executives in action-driven organizations.

Delegative Management: Utilizes plans and strategies. Arranges resources and assists co-workers and teams in dealing with resource and implementation issues. Includes managers and executives in plan-driven organizations.

Work Motivation: A positive attitude toward work; exhibits a responsible outlook toward work rules and assigned functions. Able to find value in most jobs/roles.

Self Development: A positive attitude toward personal growth and development; utilizes classic educational systems more than hands-on experience. Motivated to make contributions and exercise professional or managerial responsibility.

Corporate Adaptability: A positive commitment to relationships and organizational goals necessary for advancing in the organization and corporate structure/culture. Dedicated to and identifies with the corporate initiatives that require significant individual and team commitment.

Social Adaptability: Adaptability to people, social situations, corporate and legal rules. Positive attitudes toward others, ability to withstand extended stress. Meets unexpected changes in an optimistic, tolerant manner, extends trust to others easily.

Social Responsibility: Values and supports social conventions in own social group. Provides and supports stability in work, family, legal and social relationships.

Each pair below has a combined score of 11.

Public Contact: Prefers activities involving social contact. Seeks solutions through people. Focused on people being central to organizational effectiveness.

Detail: Concern for the procedural and detailed aspects of work. Focused on processes as central to organizational effectiveness.

Global: Problem solving that involves a relational and holistic process. Thinking and actions need not follow a set, sequential pattern.

Linear: Preference for activities and tasks that follow a logical, sequential analysis and process.

Conceptual: Utilizes abstract information, experience, intuition and knowledge to find fresh and imaginative solutions.

Concrete: Uses analysis and facts to solve problems. Emphasis is on concrete, immediate, visible results.

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Coaching

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JOHN Q. PUBLIC:

In *working with others*, he is straightforward; he is primarily independent, and given to a few close, personal relationships.

When *giving or accepting direction*, he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness and stamina*, he is competitive and bottom line oriented; he prefers warm, genuine relationships; he feels defeated and dejected when relationships go awry. He is very strong-willed, demanding, sometimes unconsciously oppositional.

When *organizing or planning*, he questions everything. He won't blindly follow instructions unless the wisdom of doing so is obvious; he must maintain a sense of personal freedom. Cautious and thoughtful but usually comfortable with making decisions. He needs more time and information for important decisions.

Suggestions for coaching JOHN Q. PUBLIC:

Keep communications direct and impersonal. Be as straightforward as possible when giving praise, almost matter-of-fact. *Esteem*

Capitalize on his willingness to play devil's advocate. *Acceptance*

* Keep debates controlled and positive. *Authority*

* Provide a balance of team and individual goals. *Advantage*

Address the positive sides of issues. *Empathy*

* Provide him with difficult tasks, but help set reasonable, reachable goals. *Challenge*

* Freely explain the reasoning in making changes. *Change*

* Steer away from situations that are confining, restrictive or regulated. *Freedom*

Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

** Particularly significant; may impact other areas*

**Organizational Focus Overview
(Fundamental Organizational Approach)**

The Organizational Focus Overview refers to your fundamental approach to any work situation. Each color represents a function needed by every organization : Design/Strategy, Sales/Marketing, Operations/Technology and Admin/Fiscal. Notice that you show some of all four functions.

ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

Similarity to others in this job arena:	Intensity	Intensity
Red - Operations/Technology Yellow - Admin/Fiscal Green - Sales/Marketing Blue - Design/Strategy		

Fundamental Organizational Approach (by color):

Red - Operations/Technology

- Focuses on Operations and Production
- Values Tactical, Short-Term Goals
- Takes Action on Objectives
- Communicates Candidly
- Produces Tangible Products
- Makes Decisions Quickly
- Practical and "Hands On"

Green - Sales/Marketing

- Focuses on Sales and Marketing Efforts
- Influences and Motivates People
- Seeks Recognition
- Supports and Manages Change
- Actively Communicates with Others
- Acts Independently
- Outgoing and Enthusiastic

Yellow - Admin/Fiscal

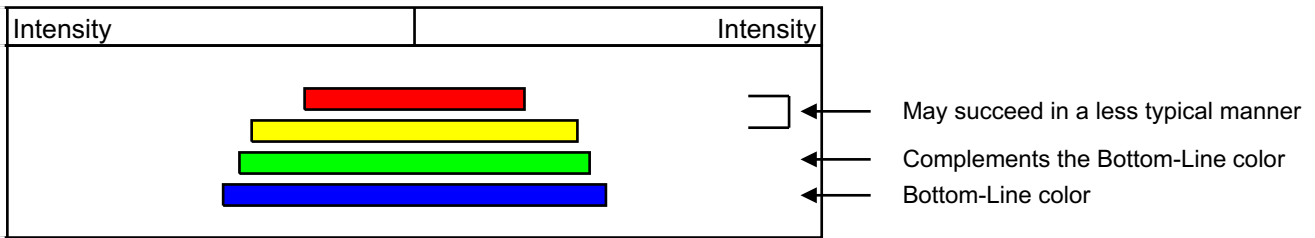
- Focuses on Organizational Process/Systems
- Values Accuracy and Detail
- Analyzes Data Thoroughly
- Cooperative When Working with Others
- Uses Plan When Acting on Objectives
- Appreciates Stability in Environment
- Cautious and Consistent

Blue - Design/Strategy

- Focuses on Strategy and Innovation
- Generates Ideas and Concepts
- Values the Welfare of People
- Operates with Idealistic Outlook
- Engages in Research and Development
- Provides Vision
- Sensitive and Creative

Because individuals and organizations are unique and complex, The Birkman Method[®] goes beyond uni- color descriptions and it graphs these Organizational Focus colors in a way that reflects this complexity. Not only do bars vary by color, they vary by position and length, as well.

The Bottom-Line color is the longest of the four bars and exerts the strongest influence on our organizational/occupational vision, work priorities and actions. The longer the bar, the more we are likely to resonate with the characteristics of that represented color. Our problem-solving approach will also be influenced by those characteristics.



The second longest bar is our supporting color. In combination with our longest bar, it adds greater breadth and depth to our bottom-line color.

The remaining two bars are often shorter than the others, and for most people will represent an organizational orientation in which they may succeed in a less typical manner.

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Job Families/Job Titles

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Accounting



Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.

[General Accounting](#)
[Tax Accounting](#)
[General Auditing](#)
[Controllers](#)

Knowledge Specialist



Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.

[Public School Counselors](#)
[Psychologists](#)
[Career Counselors](#)
[Employee Relations Professionals](#)
[College Professors](#)
[Ministers/Priest/Clergy](#)
[Ministry Managers](#)
[Physicians](#)
[Lawyers/Litigation Specialties](#)
[Nursing Managers](#)

Social Service/Counseling



Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.

[Ministers/Priest/Clergy](#)
[Theologians](#)
[Therapists/Counselors](#)
[Social Workers](#)
[Sociologists](#)
[Psychologists](#)

Consultative Intangible Sales



Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.

[Stocks and Bonds Sales](#)
[Medical Services Sales](#)
[Bank Marketing](#)

Employee Relations/Training



Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

[Career Counselors](#)
[Employee Assistance Positions](#)
[Organizational Development Prof.](#)
[HR Training](#)
[Employee Relations Professionals](#)
[Customer Services](#)
[Entertainment Marketing](#)
[Marketing and Advertising](#)
[Industrial Relations](#)
[Public Relations](#)
[Lobbying](#)
[Legal Administrators](#)
[Legal Assistants](#)
[Consultants to Lawyers](#)
[Personnel Professionals](#)

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Job Families / Job Titles

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Banking & Finance Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.			Banking Operations Bank Tellers Financial Analysts Loan Officers Bank Financial Officers
Consultative Tangible Sales Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.			Sales Engineers Oil and Gas Sales Pharmaceutical Sales Medical Equipment Sales Software Sales Purchasing Agent/Buyer
Artistic Careers Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.			Visual Arts Literary/Editorial Positions Performing Artist/Acting Architecture Art Sales Travel Agents
Administrative Professionals Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.			Benefits Administration Internal Auditors Credit Administration
Educational Careers Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.			Public Primary School Teachers Religious School Teachers Public Secondary School Teachers College Professors Public School Counselors University Administrator (1) University Administrator (2)
Legal Legal specialties; include lawyers specializing in litigation and business issues.			Lawyers/Litigation Specialties Lawyers/Business Specialties
Medical Professions (continued next page) Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.			Nutritionists Pharmacists Nurses (1) Nurses (2) Public Health Administrators Clinical Scientists

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Medical Professions

(continued)



[Physicians](#)

Direct Intangible Sales

Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.



[Casualty Insurance Sales](#)
[Life Insurance Sales](#)
[Health Insurance Sales](#)
[Real Estate Sales](#)
[Telecommunications Sales](#)

Science

Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.



Environmentalists
Environmental Specialists
[Biologists](#)
[Geologists](#)
[Chemists](#)
[Physicists](#)
Nuclear Scientists

Delegative Management

Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.



[Property Managers](#)
[Hotel, Club & Restaurant Managers \(1\)](#)
[Hotel, Club & Restaurant Managers \(2\)](#)
Tangible Sales Managers
[Intangible Sales Managers](#)
[Insurance Sales Managers](#)
[Bank Managers](#)
[Controllers](#)
[Public School Administrators](#)
[Nursing Home Administrators](#)

Direct Tangible Sales

Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.



[Clothing/Jewelry/Cosmetic Sales](#)
[Merchandise Sales](#)
[Retail Sales](#)
[Appliance Sales](#)
[Furniture Sales](#)
[Auto Sales](#)

Engineering/Technology

(continued next page)

Expertise in engineering, science, or traditional computer applications; include computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.



[Medical Technicians](#)
Medical Equipment Technicians
[Computer Operators](#)
User Assistance
[Computer Programmers](#)
Computer Systems Analysts
Computer Systems Engineers
Technical Trainers
[Geophysicists](#)
[Petroleum Engineers \(1\)](#)
[Petroleum Engineers \(2\)](#)

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	---

Engineering/Technology

(continued)



[Oil & Gas Production Engineers](#)
[Civil Engineers](#)
[Electrical Engineers](#)
[Chemical Engineers](#)
[Mechanical Engineers](#)
[Industrial Engineers](#)
 Research Engineers
[Agriculture \(1\)](#)
[Agriculture \(2\)](#)

Enforcement/Security

Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.



[Enlisted Military](#)
[Firefighters & Paramedics](#)
[Police](#)

General Administrative

General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.



[Receptionists](#)
[General Office Clerk](#)
 Communications Clerk
[Secretaries](#)
 Administrative Assistants

Petrochemical

Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.



[Oil Field Operations](#)
[Oil Field Drilling Work](#)
 Chemical Plant Maintenance
 Chemical Plant Operators
[Chemical Plant Technicians](#)

Directive Management

Managing and leading through professional expertise and force of personality. Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering, exploration, utilities.



Operations Managers
[Manufacturing Managers](#)
[Construction Managers](#)
 Petrochemical Plant Managers
 Telecommunications Managers
 Utility Company Managers
[Military Officers](#)
 Police Department Managers
 Grocery Store Managers
 Information Center Managers

Crafts/Technical

(continued next page)

Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.



[Semi-Skilled Construction](#)
 Semi-Skilled Operations
 Semi-Skilled Manufacturing
 Maintenance Work, Operations
[Electricians](#)
[Carpenters](#)
[Machinists](#)
 Manufacturing Foremen

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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Crafts/Technical

(continued)



Heavy Equipment Operators
Service Work Operations
[Stationary Engineers](#)
[Mechanics](#)
Utility Field Work
[Electronics Technicians](#)
[Drafting](#)
[Printing](#)
[Quality Assurance](#)
[Safety Technicians](#)
Technical Trainers

Numerical Administrative



Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.

[Data Entry Clerks](#)
[Bookkeepers](#)
[Accounting/Billing Customer Service](#)

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