

A CUSTOM

BIRKMAN

REPORT SET

THIS REPORT WAS PREPARED FOR:
JOHN Q. PUBLIC (BX6396)
DATE PRINTED | June 02 2017



BIRKMAN

SIGNATURE

REPORT

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WHAT'S IN YOUR BIRKMAN REPORT?



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WELCOME

This section provides background information on The Birkman Method® and outlines the purpose and benefits of your Signature Report.

WELCOME



Background

The Birkman Method is a powerful tool that identifies your strengths, behaviors, motivations, and interests.

The Birkman Method is reliable.

This means that the results of the assessment remain relatively stable over time.

The Birkman Method is valid.

This means that statistical studies have been and continue to be conducted to ensure that the assessment measures what is intended.

Purpose

When you have finished reviewing your report you will know more about yourself, what makes you unique, and how this impacts you and those with whom you interact. Being empowered by this information will help you in virtually all parts of your life.

Specific benefits include:

- Learning what interests you at work and at home
- Discovering what behaviors others notice about you
- Articulating your unique strengths and opportunities
- Exploring your career interests with scientifically-backed data

For over **65 years**, The Birkman Method® has been helping people reach further with our unique yet scientific approach to behavioral & occupational assessments. Used by millions of people and the **world's best companies** to:

- > develop leaders
- > improve teamwork
- > explore careers
- > select talent
- > increase sales and productivity

What do you hope to learn from your Birkman Signature Report?

BIRKMAN COLOR KEY



We take these four colors seriously at Birkman. Our use of color becomes shorthand for understanding fundamental differences between people. Below is a breakdown of the significance of each Birkman color.

RED	<h2>DOER</h2> <p>RED is the Birkman color for people who prefer to make quick decisions and get results. Reds are direct and action-oriented and give full attention to the task at hand. Reds enjoy building, working with their hands, organizing people and projects, solving practical problems, and producing an end product they can see and feel. Reds are objective, energetic, commanding and enjoy team competition. Reds get results through action.</p>	<h2>COMMUNICATOR</h2> <p>GREEN is the Birkman color for people with a strong desire to communicate and work with people. Every time you see a Green, they are selling, persuading, promoting, motivating, counseling, teaching or working with people to get results. Greens who believe in a product, service or idea can communicate about it with ease and a natural confidence. If you want someone to win friends and influence people, a Green is your person for the job.</p>	GREEN
YELLOW	<h2>ANALYZER</h2> <p>YELLOW is the Birkman color for people who love working with processes, details, definitions and rules. Yellows enjoy doing careful and detailed calculations, scheduling, recordkeeping, and establishing systematic procedures. They are usually comfortable with numbers, place a high priority on being fair, and are cautious and thorough in analysis. Yellows are task-oriented and often prefer indirect communication methods including forms, rules and regulations. If you need to get organized, find a Yellow.</p>	<h2>THINKER</h2> <p>BLUE is the Birkman color for the concept and idea person. Blues love innovation, being creative and long-term planning. They enjoy abstract thinking and discovering new ways to solve problems. Blues thrive on generating fresh ideas and coming up with the most viable solutions for the problem at hand. Blues tend to be introspective, and while they love originality and innovation, they may need to be around other creative individuals to trigger the spark.</p>	BLUE





YOUR BIRKMAN MAP

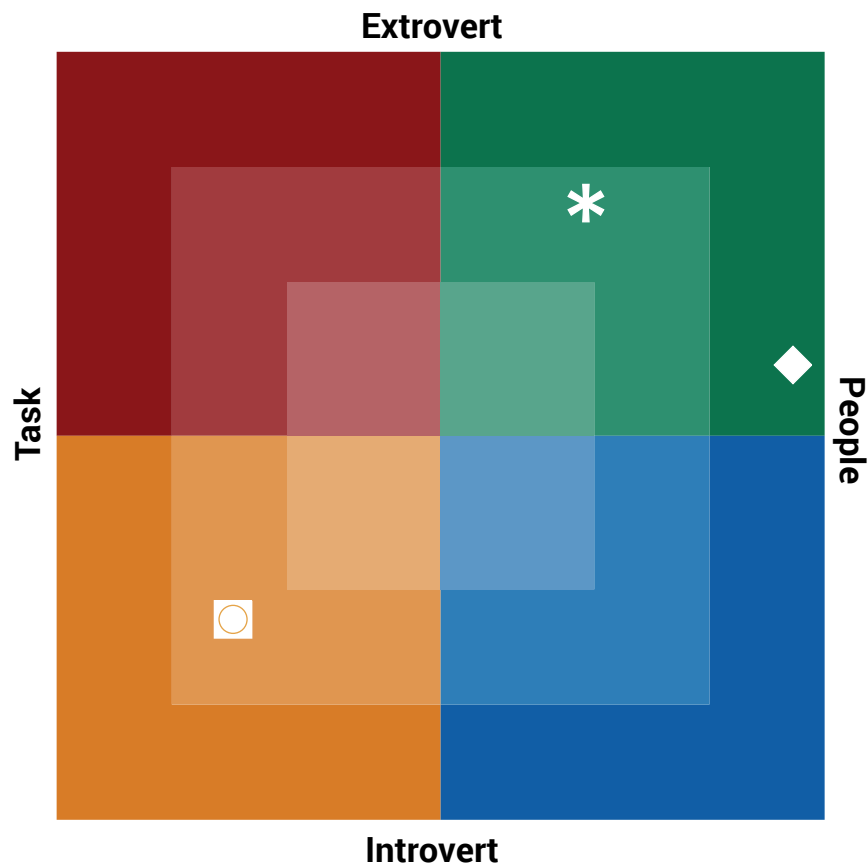
Your Birkman Map[®] provides an aerial view of who you are and allows you to see how and where you fit into the big picture.

BIRKMAN MAP



The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing with tasks or people. The top and the bottom (vertical axis) represent whether you are more extroverted or introverted in your style.

-  **INTERESTS** - The Asterisk represents what you like to do and where you gravitate in terms of activities you enjoy.
-  **USUAL BEHAVIOR** - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive style. This is how other people see you. Usual Behavior is how you act when your Needs have been met.
-  **NEEDS** - The Circle represents how you need to be or expect to be treated by other people and your environment. Needs often remain hidden or invisible to others.
-  **STRESS BEHAVIOR** - The Square represents your frustrated behavior. This is your reactive, unproductive style. Stress Behavior is how you act when your Needs have not been met for an extended period of time. You may see some of the challenges you face arise here.



BIRKMAN MAP



EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

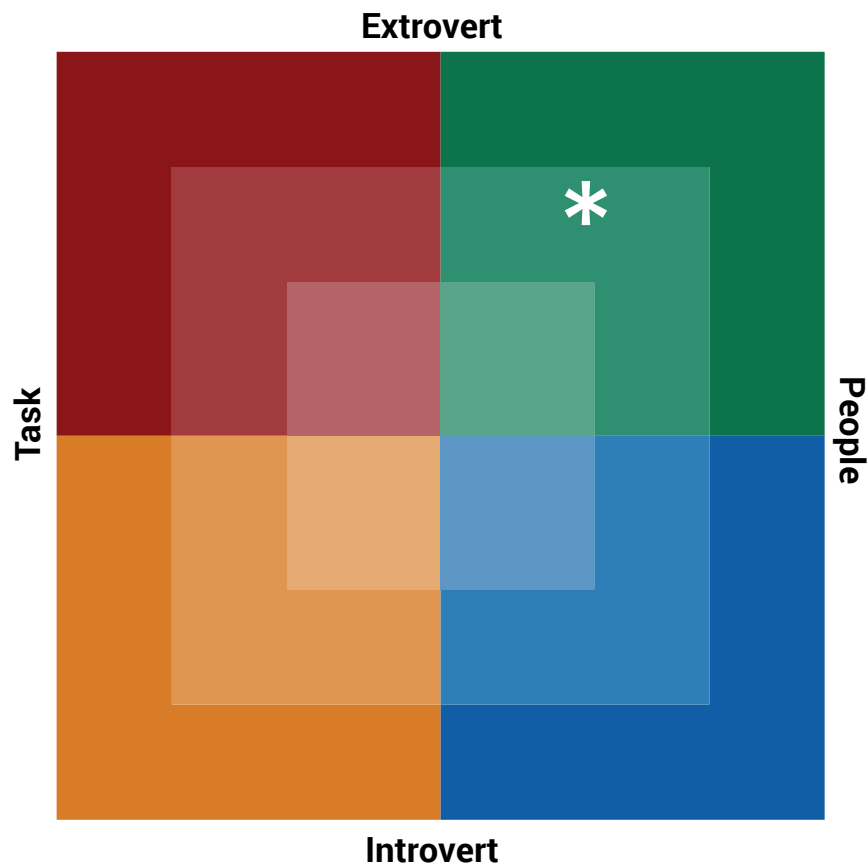
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

Interests in the GREEN quadrant include:

- selling and promoting
- persuading
- motivating people
- counseling or teaching
- working with people

Your Asterisk shows that you like to:

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





EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it is also fairly close to the Blue quadrant. When you are working effectively, you are generally persuasive and insightful.

Usual Behaviors in the GREEN quadrant include being:

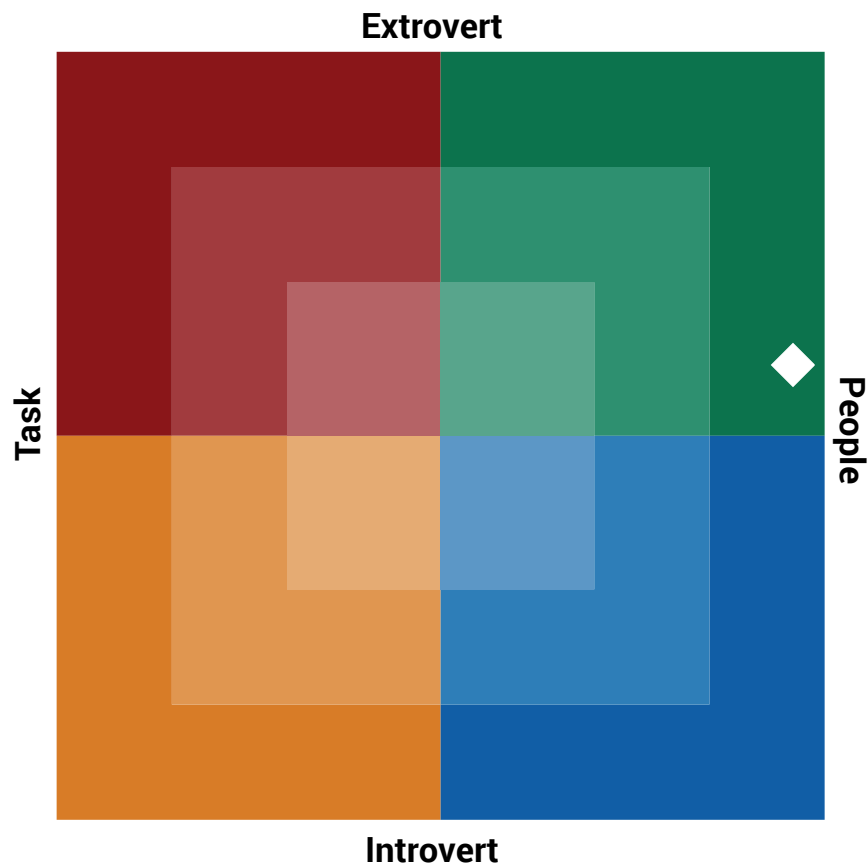
- competitive
- assertive
- flexible
- enthusiastic about new things

Your Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

Your Diamond shows that you also tend to be:

- selectively sociable
- thoughtful
- optimistic



BIRKMAN MAP



EXPLANATION OF YOUR NEEDS (THE CIRCLE)

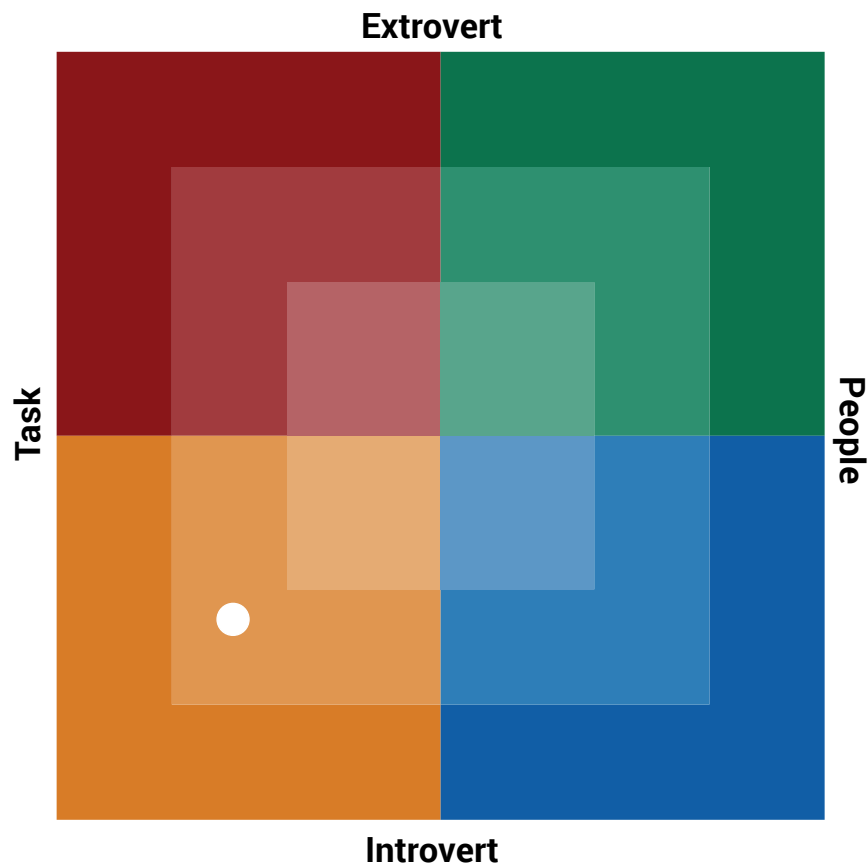
The support you need to develop your Usual Behavior is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.

Those with Needs in the YELLOW quadrant want others to:

- encourage an organized approach
- permit concentration on tasks
- offer an environment of trust
- be consistent

Your 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



BIRKMAN MAP



EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

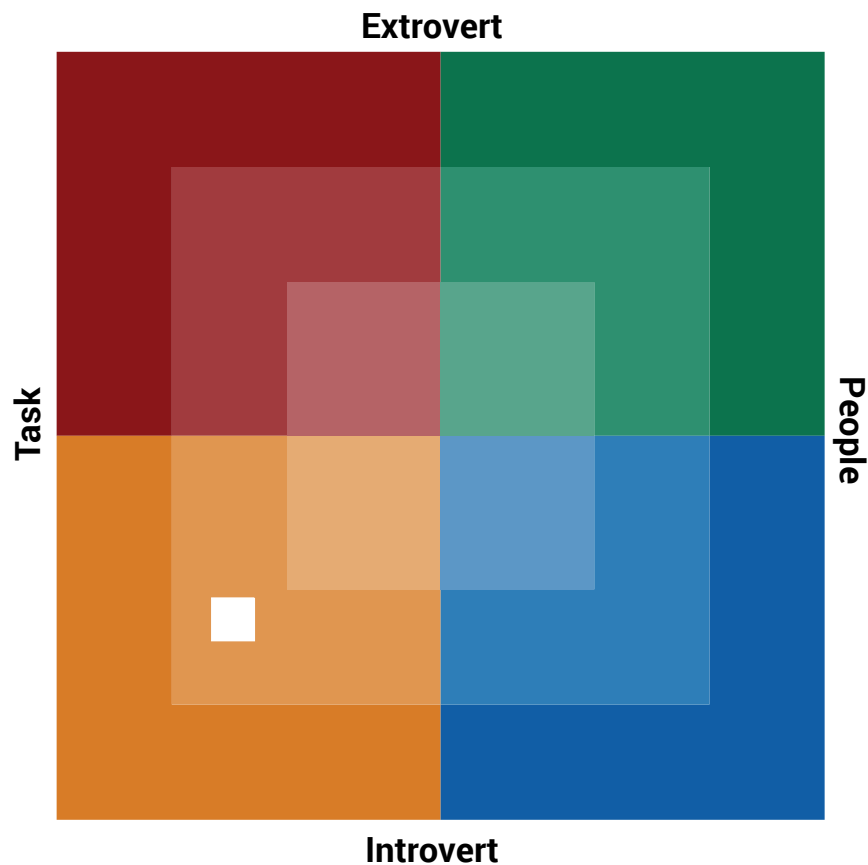
Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.

Those with Stress Behaviors in the YELLOW quadrant:

- become over-insistent on rules
- resist necessary change
- are reluctant to confront others
- may be taken in

Your Square shows that under stress you may become:

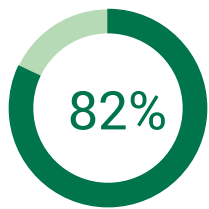
- over-controlling
- resistive to change
- conforming
- quietly resistive
- rigid



YOUR INTERESTS

This section looks at your interests. High scores indicate activities you enjoy. Low scores indicate areas you would prefer to avoid. Interests do not always translate to skill but do represent important motivators.

BIRKMAN INTERESTS

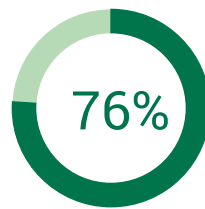


SOCIAL SERVICE

Helping, advocating for people

Activities include:

Teaching, counseling, volunteering

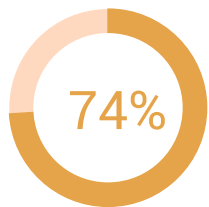


PERSUASIVE

Persuading, motivating, selling

Activities include:

Debating, influencing, promoting

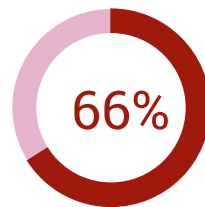


NUMERICAL

Working with numbers and data

Activities include:

Accounting, investing, analyzing

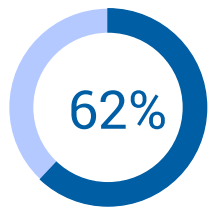


TECHNICAL

Hands-on work with technology and machinery

Activities include:

Programming, assembling, using gadgets

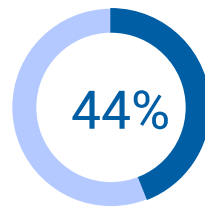


ARTISTIC

Creation, appreciation for arts, aesthetics

Activities include:

Painting, appreciating art, designing

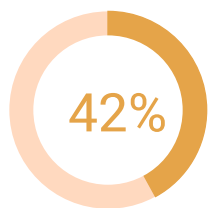


MUSICAL

Playing, singing or listening to music

Activities include:

Attending concerts, collecting and appreciating music

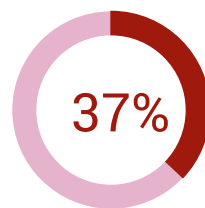


ADMINISTRATIVE

Systems, order and reliability

Activities include:

System tracking, record keeping, categorizing

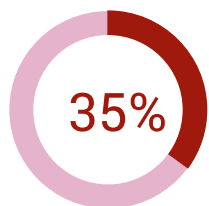


SCIENTIFIC

Research, analysis, intellectual curiosity

Activities include:

Investigating, exploring medicine, experimenting

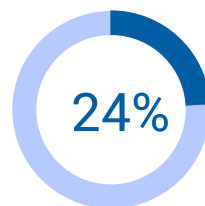


OUTDOOR

Work in an outdoor environment

Activities include:

Being outdoors, farming, gardening



LITERARY

Appreciation for language

Activities include:

Writing, reading, editing

YOUR BEHAVIORS

This section takes an in-depth look at how you behave and what makes you tick. This section will also explore how you are likely to react when you find yourself in stressful situations.

BIRKMAN COMPONENTS



Birkman measures nine components of personality.



BIRKMAN COMPONENT DASHBOARD




Social Energy

Usual	Needs
38	17



Physical Energy

Usual	Needs
76	41




Emotional Energy

Usual	Needs
64	64




Self-Consciousness

Usual	Needs
21	14




Assertiveness

Usual	Needs
87	75



Insistence

Usual	Needs
76	42




Incentives

Usual	Needs
71	34



Restlessness

Usual	Needs
90	6



Thought

Usual	Needs
62	62

USUAL, NEEDS & STRESS



SOCIAL ENERGY

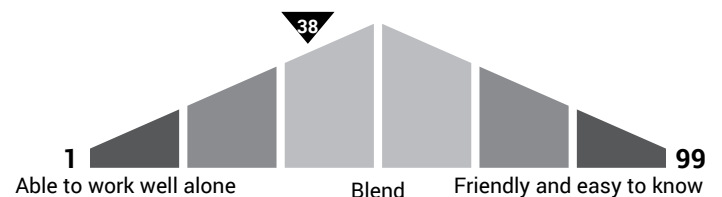
Your sociability, approachability, and preference for group and team participation

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.

Usual Behavior:

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

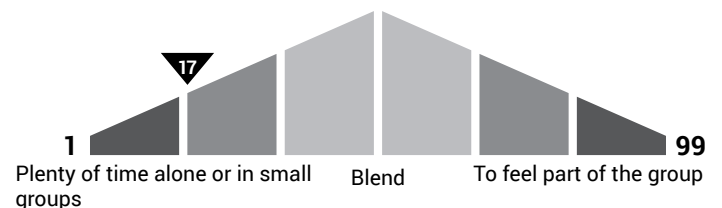
Usual Behavior



Needs:

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.

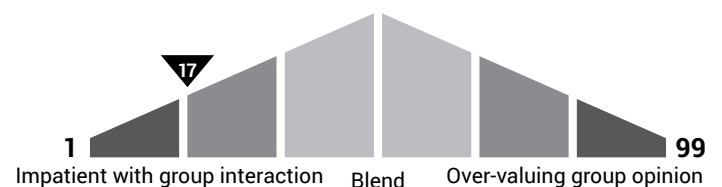
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- withdrawal
- impatience
- tendency to ignore groups

USUAL, NEEDS & STRESS



PHYSICAL ENERGY

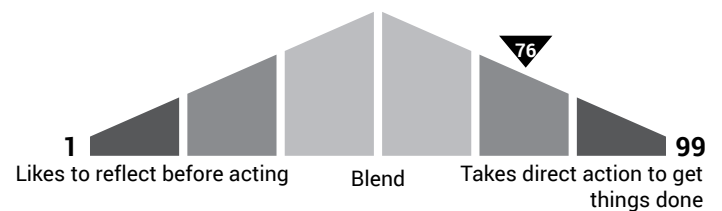
Your preferred pace for action and physical expression of energy

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.

Usual Behavior:

- enthusiastic
- energetic
- forceful

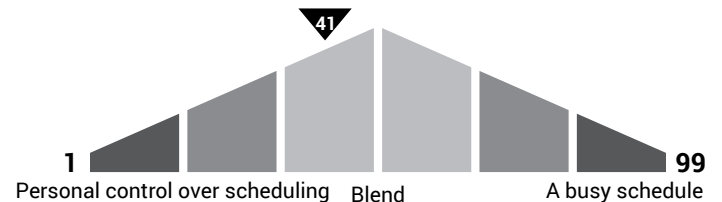
Usual Behavior



Needs:

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.

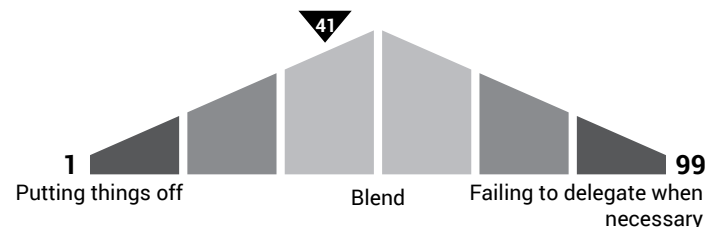
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- edginess
- feeling fatigued

USUAL, NEEDS & STRESS



EMOTIONAL ENERGY

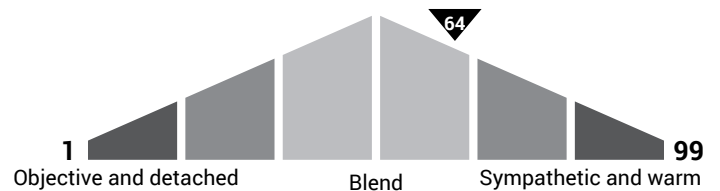
Your openness and comfort with expressing emotion

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.

Usual Behavior:

- objective, yet sympathetic
- warm, yet practical

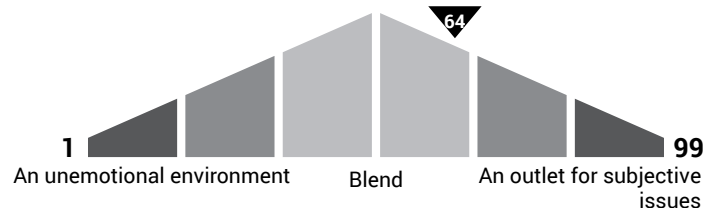
Usual Behavior



Needs:

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.

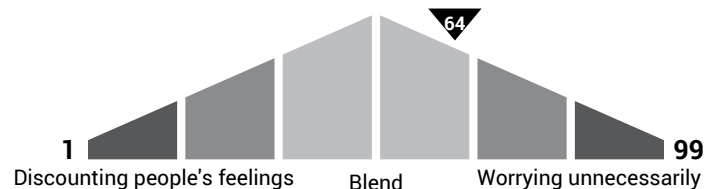
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- dejection
- becoming too impersonal
- loss of optimism

USUAL, NEEDS & STRESS



SELF-CONSCIOUSNESS

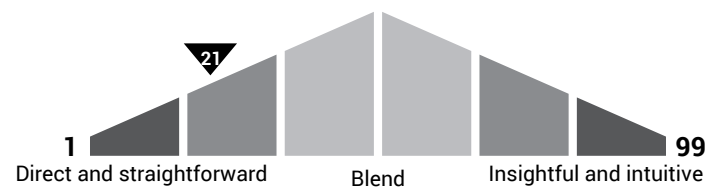
Your use of sensitivity when communicating with others

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.

Usual Behavior:

- unevasive
- matter-of-fact
- frank and open

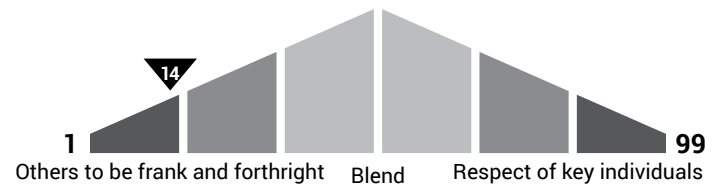
Usual Behavior



Needs:

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.

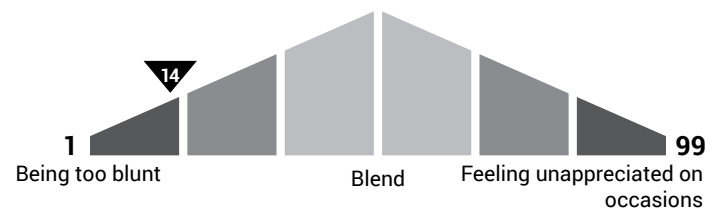
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- reduced concern for others
- detachment
- tactless statements

USUAL, NEEDS & STRESS



ASSERTIVENESS

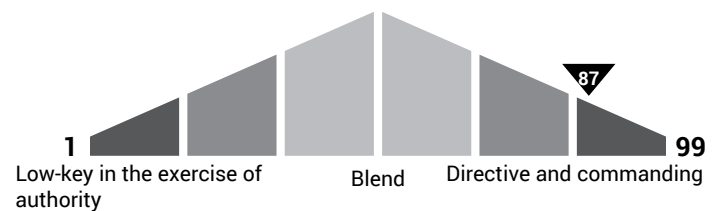
Your tendency to speak up and express opinions openly and forcefully

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.

Usual Behavior:

- self-assertive
- seeks to influence and excel
- enjoys exercising authority

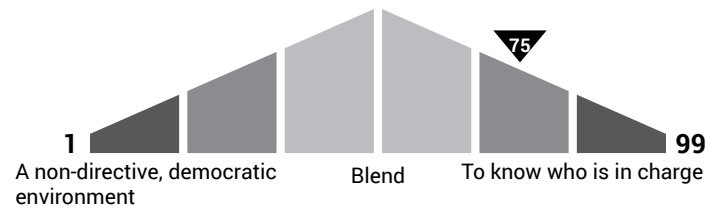
Usual Behavior



Needs:

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.

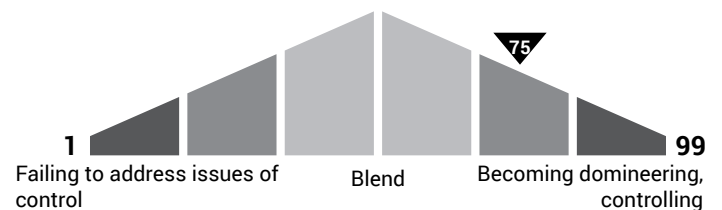
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

USUAL, NEEDS & STRESS



INSISTENCE

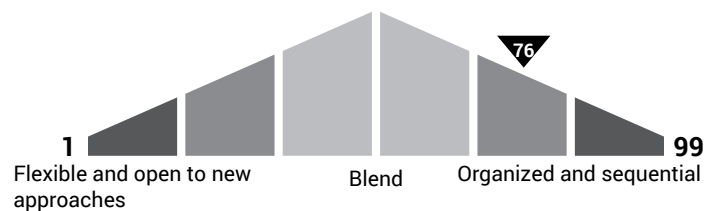
Your approach to details, structure, follow-through, and routine

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.

Usual Behavior:

- systematic
- detail-oriented
- procedure-minded

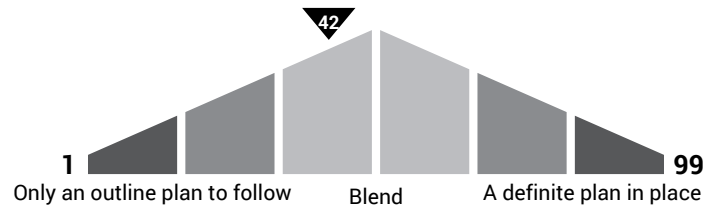
Usual Behavior



Needs:

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.

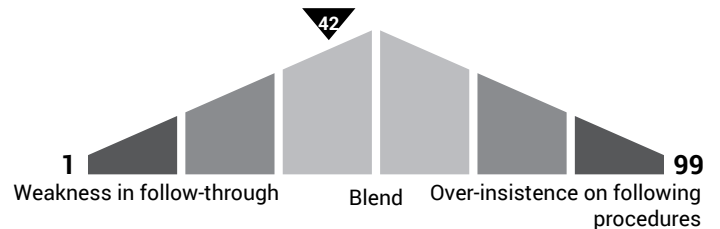
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- de-emphasis on system
- over-controlling

USUAL, NEEDS & STRESS



INCENTIVES

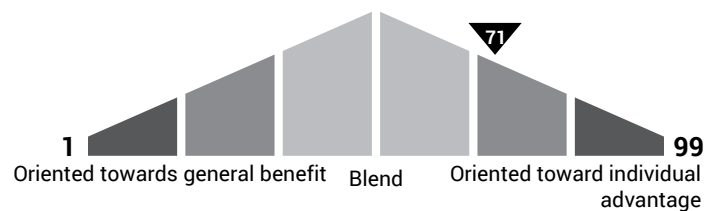
Your drive for personal rewards or preference to share in group rewards

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.

Usual Behavior:

- likes competition
- opportunity-minded
- resourceful

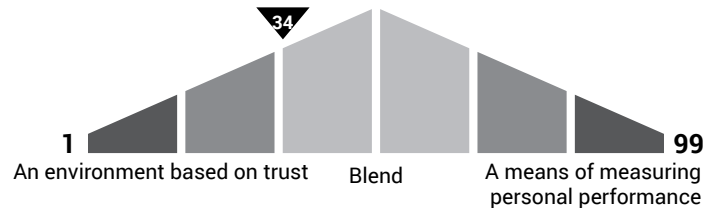
Usual Behavior



Needs:

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.

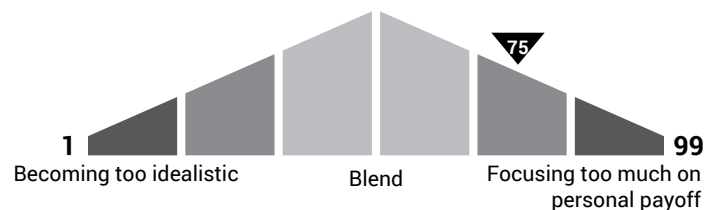
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- being self-promotional
- becoming distrusting
- opportunity minded

USUAL, NEEDS & STRESS



RESTLESSNESS

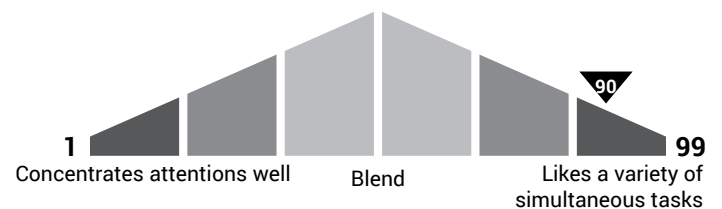
How you prefer to focus attention or change focus and seek varied activities

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.

Usual Behavior:

- takes changes in stride
- responsive and attentive
- adaptive

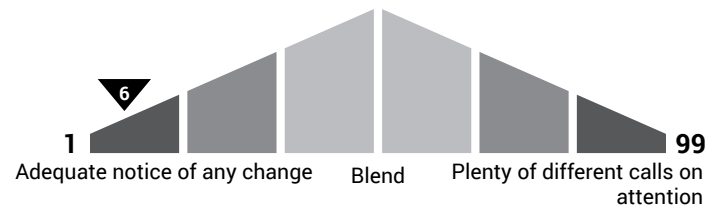
Usual Behavior



Needs:

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.

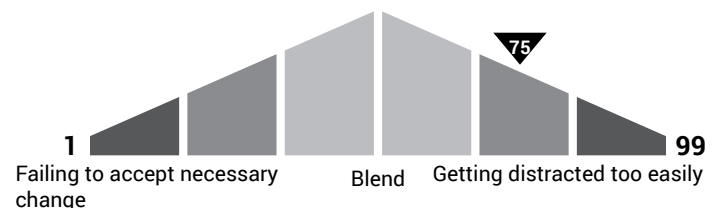
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- difficulty controlling restlessness
- concentration problems
- annoyance at delays

USUAL, NEEDS & STRESS



THOUGHT

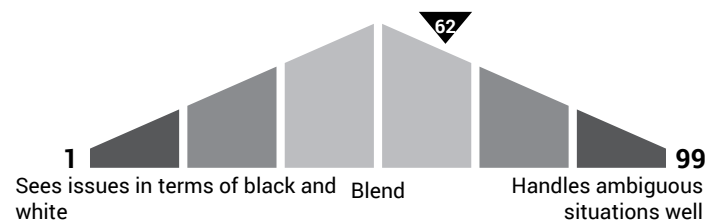
Your decision making process and concern for consequences in making the right decision

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.

Usual Behavior:

- thoughtfully decisive
- considers future and immediate consequences

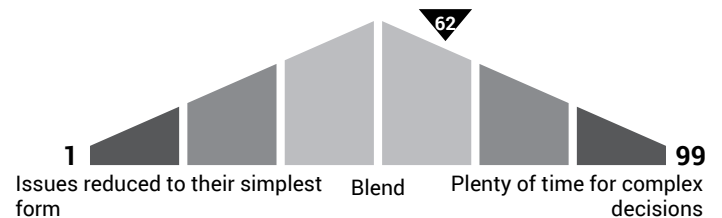
Usual Behavior



Needs:

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.

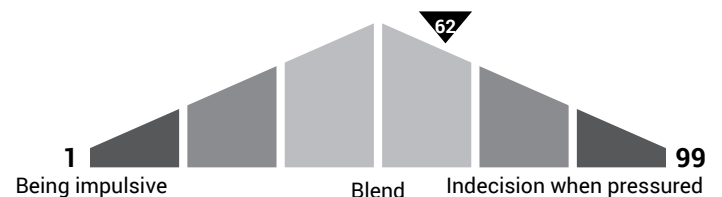
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- delaying actions
- impatience



YOUR STRENGTHS

Now let's identify the strengths that make you uniquely you. These strengths were generated based on your Birkman Interests scores and Birkman Component scores. Carefully read each statement and check the ones that are most significant to you.

- 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 are 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 are 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 like to have plenty of variety in your work, and to have more than one task to do at a time

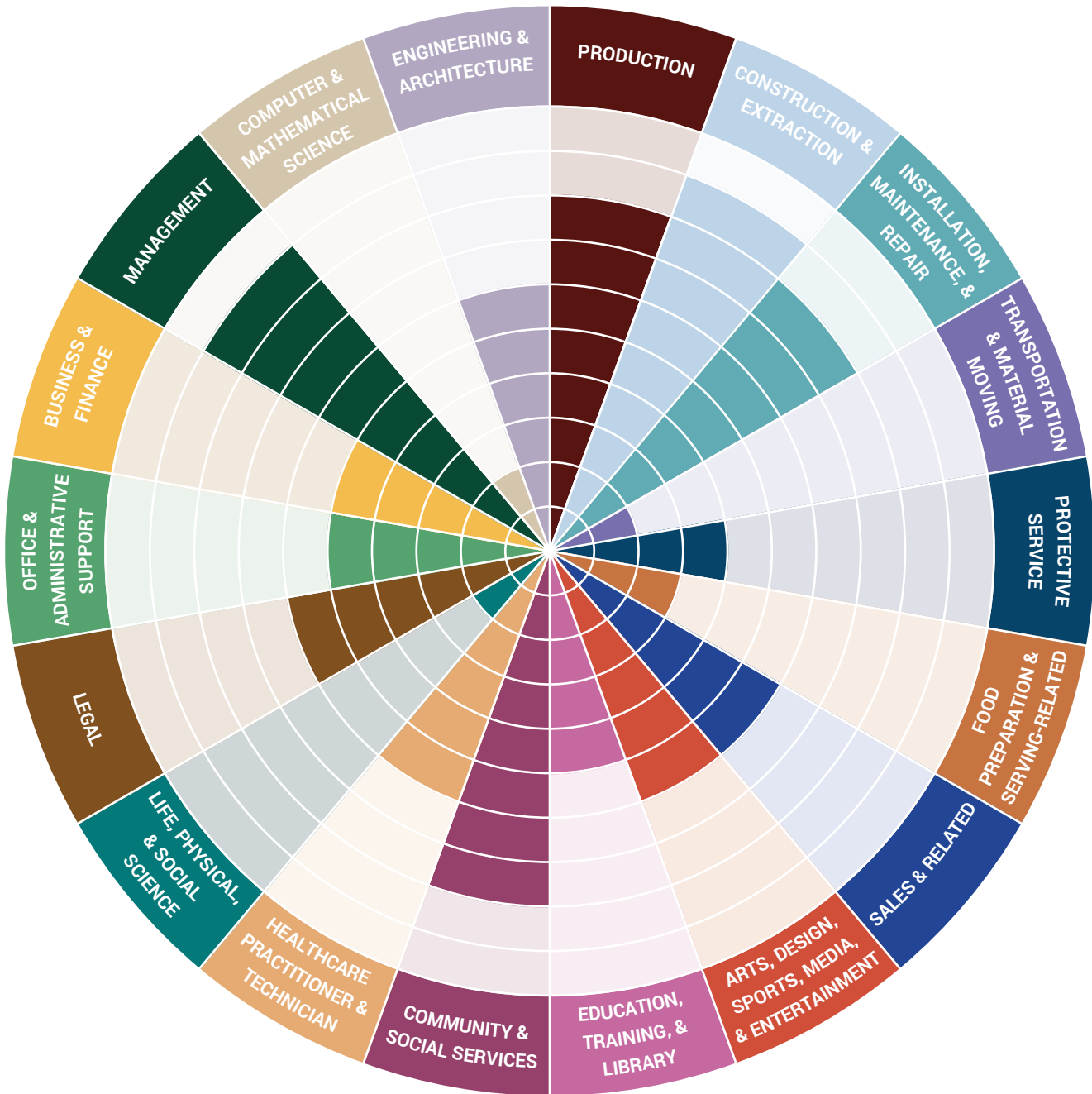
YOUR CAREER EXPLORATION

This section takes the information we have covered thus far and matches your personality profile to career families.

CAREER EXPLORATION OVERVIEW



The Career Exploration Overview is intended to expose you to the in-depth occupational information the Birkman measures. This page displays your strongest career options based upon your scores for Interests, Usual Behavior and Needs. This information will give you a better understanding of yourself and the careers in which you will be most comfortable.



Why might knowing this be helpful to you?


It depends on your career goals. If you are interested in exploring career fields, now or in the future, your Birkman results provide meaningful data around job families you may wish to consider and explore. They are not designed to be a predictor of success nor limit your exploration. Instead, we hope that you may use this data to formulate a deeper understanding of your ideal environments and the jobs you might enjoy.

CAREER EXPLORATION OVERVIEW




This section gives you additional information on the Job Families you most closely match. If you are interested in a more detailed career exploration that includes your match to specific careers, request a copy of your Career Exploration Report from your Birkman Consultant.


Your Top 6 Career Areas to Explore



Construction & Extraction
Performing hands-on work functions related to the building of structures or the removal of materials from natural settings for use in construction or other applications. Duties may include bricklaying, carpentry, masonry, roofing, plumbing, inspecting integrity of structures according to building codes, mining, drilling, and disposal of construction by-products, using specialized tools and equipment.




Management
Planning, directing, and coordinating high-level activities within an organization. Duties may include managing personnel, creating budgets, developing and implementing strategies, creating organizational policies, and supervising company operations. These managerial functions are similar in nature across various industries and fields (e.g. engineering, sales, human resources, medical).




Community & Social Services
Counseling, rehabilitating, and/or supporting social and psychological matters of individuals, groups, or communities. Duties may include helping individuals maximize their mental and emotional well-being, cope with addictions, and lead healthy lifestyles, as well as providing spiritual, moral, or vocational guidance.



Installation, Maintenance, & Repair
Performing hands-on work functions related to the installation, maintenance, and repair of various machinery, systems, vehicles, and other serviceable equipment. Duties may include diagnosing, adjusting, servicing, and overhauling engines, telecommunications and/or security systems, heating, vacuuming, and air-conditioning units, and electronics.



Production
Producing, creating, and/or manufacturing a variety of products (e.g., food, lumber, electrical equipment, fabrics, metals, plastics, stones, fuel) through the operating of specialized tools and/or equipment. Duties may include baking pastries, binding books, cutting, shaping, and assembling furniture, assembling electronics, shaping molten glass, fabricating jewelry, welding metal components, among other specific production tasks.



Engineering & Architecture
Applying principles and technology of chemistry, physics, and other scientific disciplines into the planning, designing, and overseeing of physical systems and processes. Duties may include creating, testing, developing, and maintaining tools, machines, electrical equipment, buildings/structures, or other physical entities.

YOUR ACTION PLAN

It's time to put your learning into action!
This section allows you to document
your learning and commit to future
goals.

YOUR ACTION PLAN



TIP: You can type in the fields and save this PDF.

After reviewing this profile, what key points or insights did you gain about yourself or others? What might be the most relevant or valuable to you at this time?

What commitments, lessons learned, or areas for further exploration might you have?

Key Insights

Relevant Actions

Dates

What strengths could you build on? What areas could you develop?

Build

Develop

Who would benefit from knowing this information? What content could be most beneficial to share? Do you have a timeline to share these insights?

Who will you share this with?

What will you share?

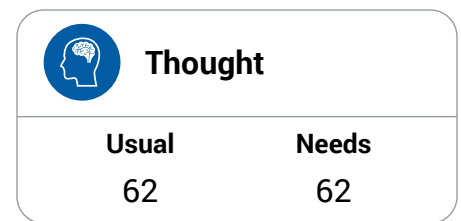
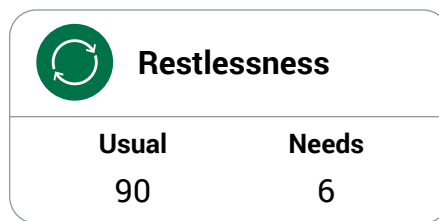
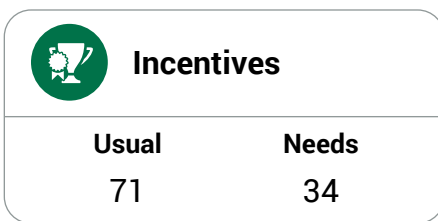
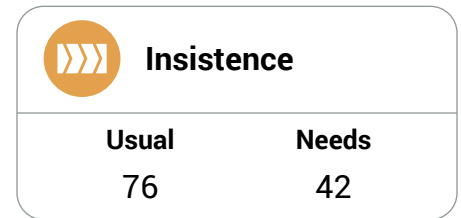
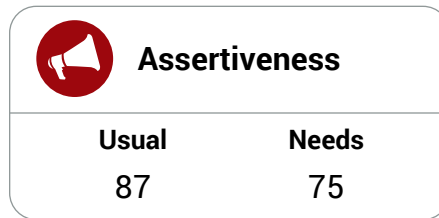
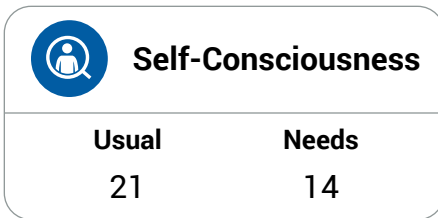
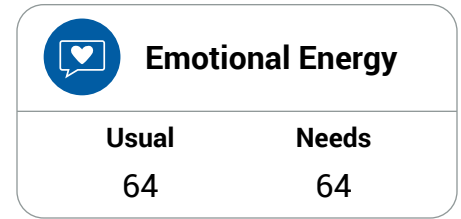
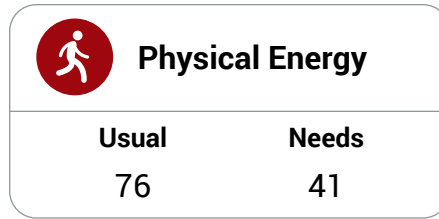
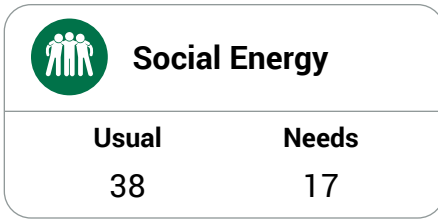
By when will you do it?

How will you hold yourself accountable in continuing to learn and seek feedback?

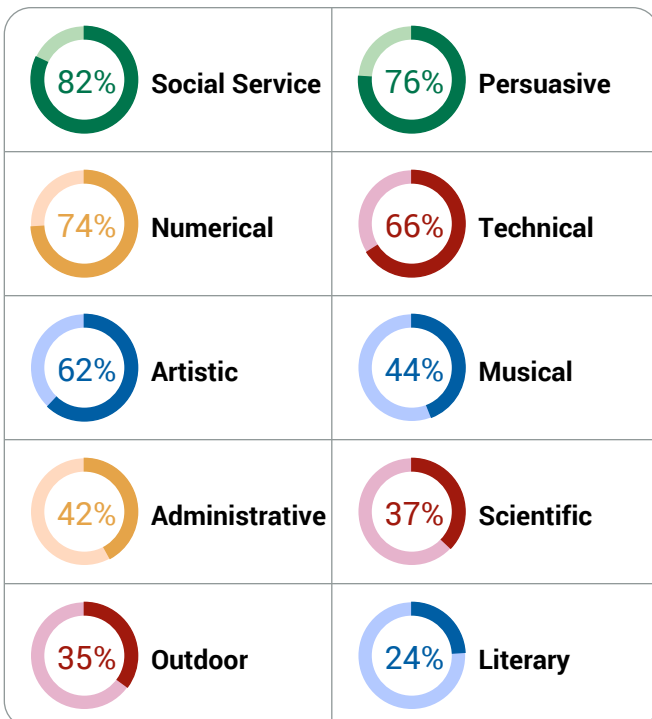
SIGNATURE SUMMARY



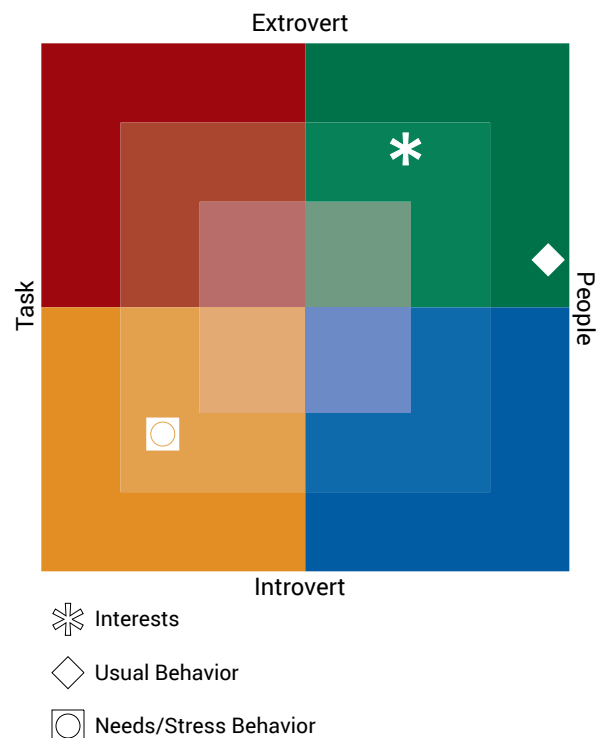
BIRKMAN COMPONENTS



BIRKMAN INTERESTS



BIRKMAN MAP



CHALLENGE & FREEDOM



CHALLENGE

Self Imposed Demands

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.

Usual Behavior:

- driven
- strong-willed
- high expectations

Needs:

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.

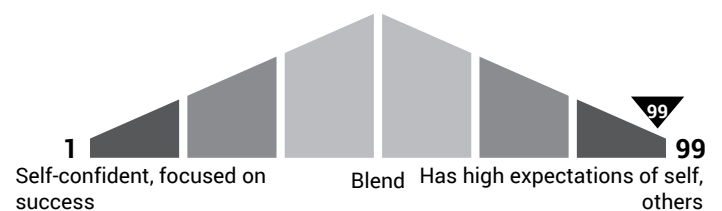
Causes of Stress:

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.

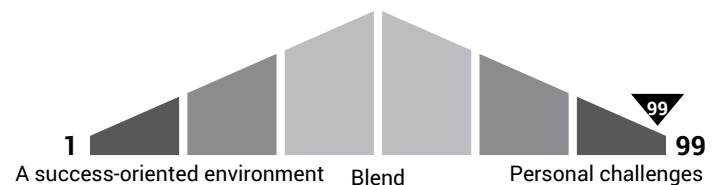
Possible Stress Reactions When Needs Are Not Met:

- becoming too self-critical
- strong emotional tension
- feelings of inadequacy

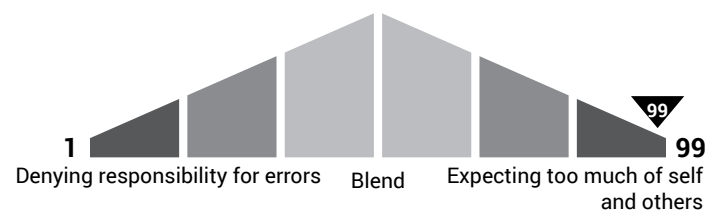
Usual Behavior



Needs



Stress Behavior



CHALLENGE & FREEDOM



FREEDOM

Personal 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.

Usual Behavior:

- inner sense of freedom
- individualistic
- spontaneous

Needs:

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.

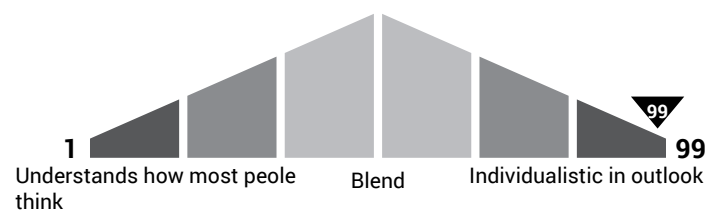
Causes of Stress:

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.

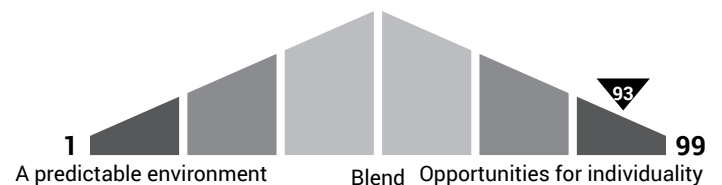
Possible Stress Reactions When Needs Are Not Met:

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

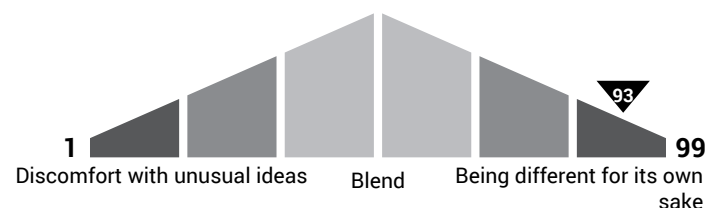
Usual Behavior



Needs



Stress Behavior



COACHING TO NEEDS



SOCIAL ENERGY (38/ 17)

Sociability, approachability, and preference for group and team participation

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

PHYSICAL ENERGY (76/ 41)

Preferred pace for action and physical expression of energy

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.

EMOTIONAL ENERGY (64/ 64)

Openness and comfort with expressing emotion

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.

SELF-CONSCIOUSNESS (21/ 14)

Use of sensitivity when communicating with others

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

ASSERTIVENESS (87/ 75)

Tendency to speak up and express opinions openly and forcefully

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.

INSISTENCE (76/ 42)

Approach to details, structure, follow-through, and routine

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.

INCENTIVES (71/ 34)

Drive for personal rewards or preference to share in group rewards

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

RESTLESSNESS (90/ 6)

Preference for focusing attention or changing focus and seeking varied activities

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.

THOUGHT (62/ 62)

Decision-making process and concern for consequences in making the right decision

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

ORGANIZATIONAL FOCUS



The Organizational Focus shows you the best working environment for you. It's generated by determining how similar you are to people who work in four different work environments.

JOHN Q. PUBLIC

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

Description of Organizational Focus (by color):

RED	<p>Red - Operations/Technology</p> <ul style="list-style-type: none"> • A work environment that emphasizes a practical, hands-on approach, usually with a tactical focus. • A product-focused culture with strong emphasis on implementation. 	GREEN
YELLOW	<p>Yellow - Admin/Fiscal</p> <ul style="list-style-type: none"> • A work environment that emphasizes standards, tracking, and quality assurance. • A culture based on efficient procedures and policies. 	BLUE

Job Families / Job Titles



This report takes an in-depth look at the specific jobs you look most and least similar to within each of the Job Families. When online, click on the hyperlinked Job Titles to visit the US Department of Labor website where you can explore each Job Title in more detail.

Construction & Extraction		<ul style="list-style-type: none"> • Electricians • Carpenters • Supervisors Of Construction & Extraction Workers
<p>Performing hands-on work functions related to the building of structures or the removal of materials from natural settings for use in construction or other applications. Duties may include bricklaying, carpentry, masonry, roofing, plumbing, inspecting integrity of structures according to building codes, mining, drilling, and disposal of construction by-products, using specialized tools and equipment.</p>		
Management		<ul style="list-style-type: none"> • General & Operations Managers • Public Relations & Communication Managers • Property Managers • Food Service Managers • Medical & Health Services Managers
<p>Planning, directing, and coordinating high-level activities within an organization. Duties may include managing personnel, creating budgets, developing and implementing strategies, creating organizational policies, and supervising company operations. These managerial functions are similar in nature across various industries and fields (e.g. engineering, sales, human resources, medical).</p>		
Community & Social Services		<ul style="list-style-type: none"> • Social & Human Service Assistants • Counselors & Therapists • Directors (Religious Activities & Education)
<p>Counseling, rehabilitating, and/or supporting social and psychological matters of individuals, groups, or communities. Duties may include helping individuals maximize their mental and emotional well-being, cope with addictions, and lead healthy lifestyles, as well as providing spiritual, moral, or vocational guidance.</p>		
Installation, Maintenance, & Repair		<ul style="list-style-type: none"> • Transportation Mechanics & Technicians • Supervisors Of Mechanics, Installers, & Repairers
<p>Performing hands-on work functions related to the installation, maintenance, and repair of various machinery, systems, vehicles, and other serviceable equipment. Duties may include diagnosing, adjusting, servicing, and overhauling engines, telecommunications and/or security systems, heating, vacuuming, and air-conditioning units, and electronics.</p>		
Production		<ul style="list-style-type: none"> • Power, Gas, Chemical, & Waste Plant/System Operators • Industrial Production Managers • Supervisors Of Production & Operating Workers
<p>Producing, creating, and/or manufacturing a variety of products (e.g., food, lumber, electrical equipment, fabrics, metals, plastics, stones, fuel) through the operating of specialized tools and/or equipment. Duties may include baking pastries, binding books, cutting, shaping, and assembling furniture, assembling electronics, shaping molten glass, fabricating jewelry, welding metal components, among other specific production tasks.</p>		

Job Families / Job Titles



Engineering & Architecture		<ul style="list-style-type: none"> • Engineering Managers • Petroleum Engineers • Computer Hardware Engineers • Mechanical Engineering Technicians • Electrical Engineers
<p>Applying principles and technology of chemistry, physics, and other scientific disciplines into the planning, designing, and overseeing of physical systems and processes. Duties may include creating, testing, developing, and maintaining tools, machines, electrical equipment, buildings/structures, or other physical entities.</p>		
Healthcare Practitioner & Technician		<ul style="list-style-type: none"> • Medical & Health Services Managers • Physicians • Medical Technologists & Technicians
<p>Providing medical care and treatment in an effort to achieve optimal mental and physical patient well-being. Duties may include assessing patient health, diagnosing illnesses, performing surgery, prescribing medication, implementing prevention strategies, conducting/reviewing laboratory diagnostics, and supervising medical support staff. Most of these occupations require a graduate education.</p>		
Sales & Related		<ul style="list-style-type: none"> • Supervisors Of Retail Sales Workers • Marketing Managers • Supervisors Of Non-Retail Sales Workers
<p>Selling goods or services to a wide range of customers across various industries. Duties may include selling retail, appliances, furniture, auto parts, medical services, insurance, real estate, financial or consulting services, securities and commodities, as well as other products/services.</p>		
Arts, Design, Sports, Media, & Entertainment		<ul style="list-style-type: none"> • Public Relations & Communication Managers • Public Relations Specialists • Graphic Designers
<p>Creating and/or expressing ideas or demonstrating talents through various media for entertainment, informational, or instructional purposes. Duties may include acting, dancing, singing, designing graphics, operating media equipment, translating text, writing literature, producing/directing movies or plays, public speaking, radio announcing, competing in sporting events, news reporting, among other specific functions within the media.</p>		
Legal		<ul style="list-style-type: none"> • Paralegals & Legal Assistants • Litigation Lawyers (Win-Lose Outcomes) • Corporate Lawyers (Consensual Outcomes)
<p>Researching, litigating, and documenting matters relating to the law, specializing in litigation, arbitration, transcription, investigation, or negotiation of legal issues. Duties may include representing clients in legal proceedings, examining legal statutes, documenting agreements, drafting contracts, investigating cases, and transcribing hearings.</p>		

Job Families / Job Titles



Education, Training, & Library		<ul style="list-style-type: none"> • Education Administrators (Postsecondary) • Secondary School Teachers (Except Special Education) • Education Administrators (Elementary & Secondary)
<p>Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may include instructing children, adolescents, adults, individuals with special needs, or other specific samples within a formal or informal setting, creating instructional materials and educational content, and providing necessary learning resources.</p>		
Business & Finance		<ul style="list-style-type: none"> • General & Operations Managers • Employment, Recruitment, & Placement Specialists • Training & Development Managers • Human Resources Managers • Financial Analysts
<p>Analyzing and evaluating business/financial information for the purposes of documenting, making recommendations and/or ensuring adherence to business protocol. Duties may include preparing financial reports, developing investment strategies, analyzing general business trends, or assessing risk/liability, to streamline the operations of an organization.</p>		
Office & Administrative Support		<ul style="list-style-type: none"> • Property Managers • Supervisors Of Office & Administrative Support Workers • Customer Service Representatives
<p>Providing clerical support within an organization. Duties may include preparing statements, tracking accounts, record keeping, bill collecting, making phone calls, scheduling appointments, entering data, providing customer service, ordering and tracking inventory, handling monetary transactions, among other administrative support tasks.</p>		
Protective Service		<ul style="list-style-type: none"> • Security, Police, & Fire Fighting Enforcement Managers • Supervisors Of Police, Fire Fighting, & Correctional Officers • Police & Sheriff Patrol Officers
<p>Serving and protecting the best interests of the community, environment, and/or individuals, adhering to federal, state, and local laws. Duties may include investigating criminal cases, regulating traffic and crowds, fire fighting, ticketing/arresting perpetrators, inspecting baggage or cargo, responding to emergency situations, patrolling designated areas, guarding establishments, and providing other security measures.</p>		
Food Preparation & Serving-Related		<ul style="list-style-type: none"> • Food Service Managers • Supervisors Of Food Preparation & Serving Workers • Chefs & Head Cooks
<p>Preparing and cooking foods and/or serving patrons in dining establishments or other settings. Duties may include checking food quality, mixing drinks/ingredients, cleaning dishware, taking orders, planning menus, and other food/serving-related functions.</p>		
Computer & Mathematical Science		<ul style="list-style-type: none"> • Computer & Information Systems Managers • Data Warehousing & Mining Analysts • Operations Research Analysts & Statisticians
<p>Designing, developing, and maintaining databases, software, hardware, networks, and other information/logic systems. Duties may include collecting/organizing data, computer programming, providing technical support, web design, and configuring communication systems, among other data-driven functions.</p>		

Job Families / Job Titles



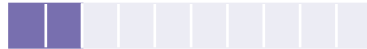
Life, Physical, & Social Science



Applying scientific knowledge and expertise to specific life, physical, or social science domains. Duties may include researching, collecting/analyzing qualitative and quantitative data, conducting experimental studies, devising methods to apply laws and theories to industry and other fields (e.g., mental health, agriculture, chemistry, meteorology, plant and animal life, human behavior and culture).

- Biological & Agricultural Technicians
- Natural Sciences Managers
- Microbiologists

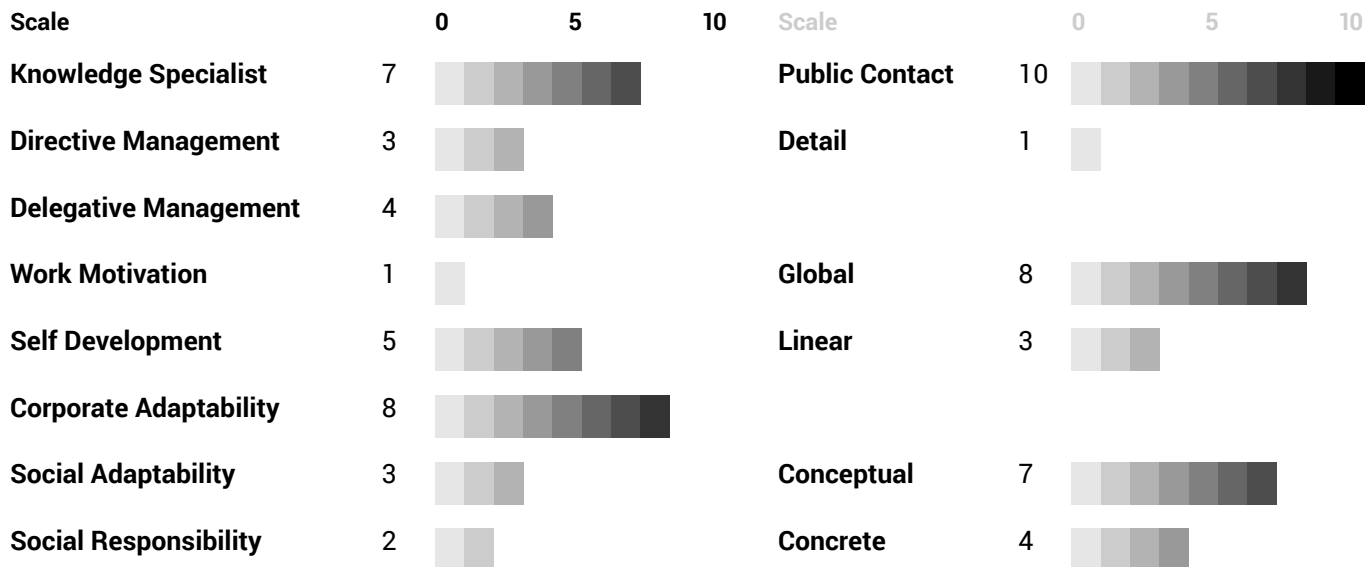
Transportation & Material Moving



Piloting, driving, operating, or navigating transport vehicles or material moving machinery (e.g., aircraft, automobiles, water vessels, construction cranes, locomotives, tractors). Duties include flying commercial airplanes, directing air traffic, driving public or school buses, taxis, trucks, ambulances, commanding motor-driven boats, inspecting freight and cargo, conducting trains, operating forklifts, among other transportation and material moving tasks.

- Supervisors Of Vehicle Operators
- Pilots
- Supervisors Of Freight, Stock, & Material Handlers

WORK STYLES



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.

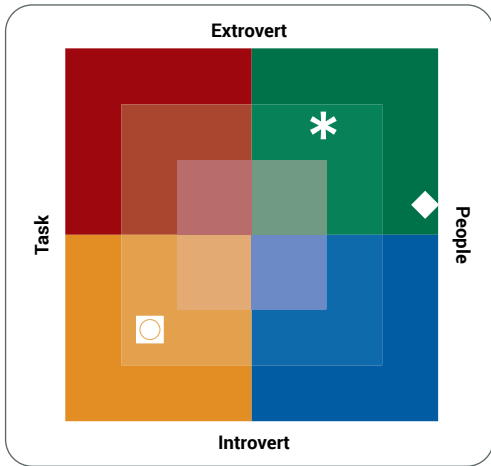
Concrete: Uses analysis and facts to solve problems.

ADVANCED SUMMARY

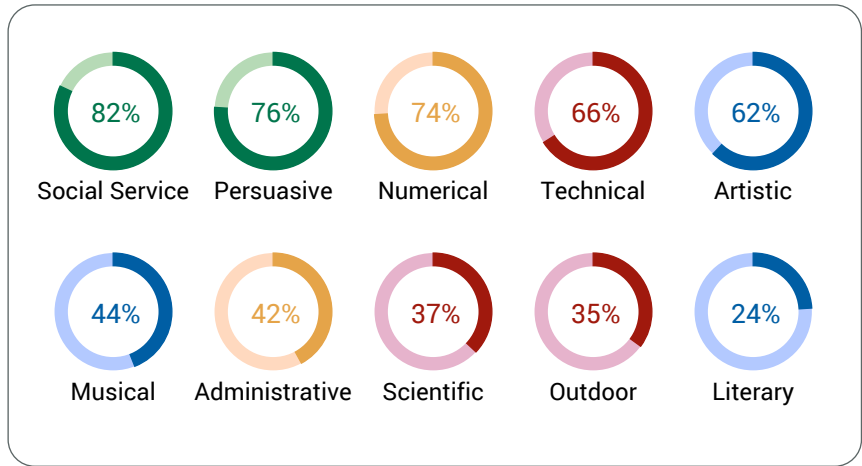


Not to be Shared with Respondents - Only for Use by Birkman Certified Professionals

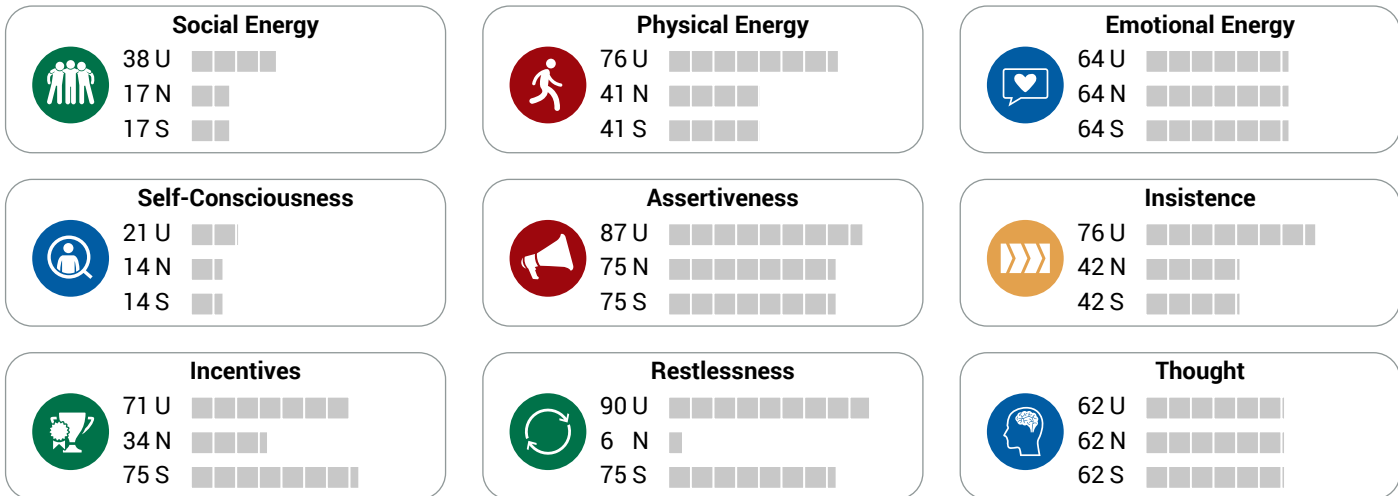
BIRKMAN MAP



BIRKMAN INTERESTS



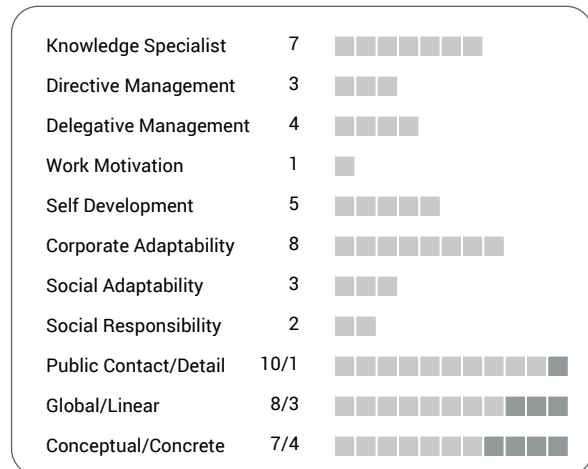
BIRKMAN COMPONENTS



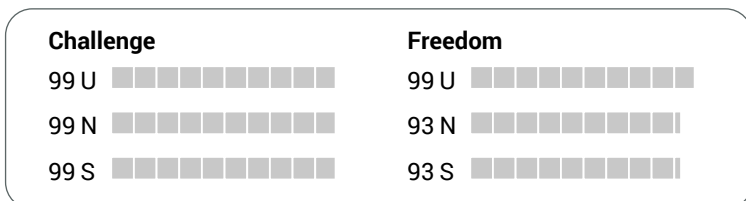
ORGANIZATIONAL FOCUS



WORK STYLES



CHALLENGE & FREEDOM



MANAGERIAL STYLE



The Managerial Style report provides a narrative description of an individual's preferred managerial styles in the four classic management areas of Planning, Organizing, Directing and Controlling. The number of statements generated for each topic will vary depending on the individual's unique style. Areas in which the related Component scores are more moderate will have few to no statements.

PREFERRED STYLE WHEN PLANNING

POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- Applies authoritarian methods as base of company policy and planning

IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals

PREFERRED STYLE WHEN ORGANIZING

ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate

PROMOTING TEAMWORK

- Organizes teams as loose confederations of individuals

ASSIGNING RESPONSIBILITIES

- Allocates tasks to individuals in each team, making them personally responsible
- Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up

DELEGATING

- Formally defines chain of command by personal, one-on-one delegation of responsibility

IMPLEMENTING

- Initiates action with the support of superior authority

PREFERRED STYLE WHEN DIRECTING

COMMUNICATING

- Emphasizes personal authority and influence in communicating

MOTIVATING

- Views teams as separate from personal effort
- Gives individuals close, firm direction

NEGOTIATING

- Emphasizes face-to-face debate, gaining edge on opponent

MANAGERIAL STYLE



PREFERRED STYLE WHEN DIRECTING (cont.):

CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict

DEVELOPING PERSONNEL

- Gives personal assignments and rewards

PREFERRED STYLE WHEN CONTROLLING

REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance

DISCIPLINING

- Enforces rules on an individual level
- Defines and limits freedom by imposing authority directly

SETTING PERFORMANCE STANDARDS

- Evaluates individual responsibility and initiative when setting standards and determining expected compliance

REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis

MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision

MANAGING CHANGE

- Takes appropriate individual action when changes in circumstances necessitate it

COACHING PAGE



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

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

Address the positive sides of issues. *Emotional Energy*

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

- * Keep debates controlled and positive. *Assertiveness*
- * Provide a balance of team and individual goals. *Incentives*
- * Freely explain the reasoning in making changes. *Restlessness*

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

STRESS MANAGEMENT



THE BIRKMAN METHOD® AND STRESS MANAGEMENT

We know that the ability to manage stress has vital consequences in our professional and personal lives. The Stress Management report specifically targets better self-management.

This seven-page report addresses three areas where stress can easily occur. Since few of us take the time to acknowledge or articulate our own needs, we may especially react to unmet needs in these situations:

- Interpersonal relationships
- Schedules and details
- Decision making

This Stress Management report offers information to help you manage your own individual Needs (as described by the Birkman behavioral Components) and to more easily avoid areas of potential Stress.

In each of these areas, the first page identifies some symptoms of Stress that you may express, feel or exhibit in this situation. The report then provides suggestions as to what you can do to prevent or at least minimize those behaviors that might further increase the Stress that you may be feeling. When asterisks also appear next to the title for a particular page, they indicate a greater intensity or priority of the information.

The second page of each section provides information that relates to your motivational Needs. When your Needs are generally met, you can more easily use your Usual Behaviors. This report also helps you understand what may be happening (which Need is not being met) when you do experience symptoms of Stress.

Finally, the report provides suggestions as to how you can proactively manage Stress by taking specific actions to meet your own Needs on an ongoing basis.

STRESS MANAGEMENT



STRESS OF INTERPERSONAL RELATIONS **

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Self-Consciousness* and *Social Energy* Components. Your Stress scores in these areas are 14 (*Self-Consciousness*) and 17 (*Social Energy*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Turn a cold shoulder to persons who seem to need your approval.
- Feel impatient when others try to address a problem in an indirect or diplomatic way.
- Feel uncomfortable when others try to praise you in front of others.
- Ignore casual conversation and greetings from others, or not speak until spoken to.
- Feel real impatience with group meetings, committee activities or work that involves several persons at once.
- Feel pressure when social obligations or situations require you to mix with strangers or casual acquaintances.

When these behaviors occur:

- Seek more opportunities to build bridges to individuals and groups and to deal with them in a caring and friendly manner.
- Smile, joke and pass the time of day with other people more often.
- Practice interacting with others in casual situations in a non-judgmental manner.
- Take the time to be an "old softy" on occasion.



MANAGING NEEDS FOR SELF-CONSCIOUSNESS AND SOCIAL ENERGY

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Self-Consciousness* and *Social Energy* Components. Your Stress scores in these areas are 14 (*Self-Consciousness*) and 17 (*Social Energy*).

Based upon these scores, it is likely that you need:

- Straightforward instructions
- Freedom from group pressures
- Praise that is free of sentiment
- Special time to be alone;
- Associates who speak up easily
- time to be quiet and think
- People who get to the point
- Individualized benefits
- Direct questions or corrections
- A few, close, one-on-one friends

In order to build resistance to or avoid stress in this area, we recommend that you:

- Identify a person or group that interacts with you in an objective manner and spend more time with that person or group.
- Build a hit list of things you know have gone well, and use it to help you gauge your success.
- Find opportunities to assess real signs of success and identify areas that you need to improve upon.
- Build a relationship with a "coach" who, without being shy about it, can help you evaluate how well you have done in a situation.
- Set aside quiet time for yourself every day; you need solitude to recharge.
- Take active steps to protect yourself from interruptions when you are working on an important or stressful task.
- Allocate at least one weekend a month just to be alone with that one person who is most important to you. The more difficult this is to do, the more important it is.
- Prepare yourself for big holidays or hectic social periods by spending more time being quiet and alone.

STRESS MANAGEMENT



STRESS OF DEALING WITH SCHEDULES OR DETAIL

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Insistence* and *Restlessness* Components. Your Stress scores in these areas are 42 (*Insistence*) and 75 (*Restlessness*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Get bored with essential detail, and not follow through on schedule.
- Feel restless and impatient, and become distracted by little things.
- Have trouble exercising self-discipline or concentrating on the task at hand.
- Become annoyed by anything that delays action.
- Disrupt orderly processes in your impatience to get on to something new.

When these behaviors occur:

- Set up procedures to handle distractions during the most tedious or routine parts of a project.
- Check the progress of each task on a regular basis; avoid adding new priorities to the top of the list until old priorities are finished or formally abandoned.
- Remember that existing priorities must be attended to when accepting the challenge of a new project.
- Work to compartmentalize projects and stay focused on the task at hand.
- Develop a careful list of your tasks and responsibilities, and establish their relative priorities.



MANAGING NEEDS FOR INSISTENCE AND RESTLESSNESS

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Insistence* and *Restlessness* Components. Your Stress scores in these areas are 42 (*Insistence*) and 75 (*Restlessness*).

Based upon these scores, it is likely that you need:

- Freedom from close controls
- A minimum of structured routine
- Direct access to everyone
- Unusual and stimulating tasks
- Flexible rules and policies
- A minimum of abrupt changes in routine
- Consistently applied policies or rules
- Only one or two tasks at a time
- Protection from interruptions
- Predictable schedules and tasks

In order to build resistance to or avoid stress in this area, we recommend that you:

- Set aside times every week to follow some new interest or satisfy a new curiosity.
- Indulge your sense of adventure whenever possible; use vacations or hobbies to try new activities.
- Create frequent opportunities to discuss future goals, plans and activities with your family and/or co-workers.
- Make schedules that allow you flexibility in executing tasks and plans.
- Develop work schedules that allow you to spend significant periods of time on one project without interruption.
- Use time management skills, gatekeepers (official or otherwise) or any other means to protect yourself from distractions and disruptions when working on tedious tasks.
- Arrange major work schedules in such a manner that you can fit in a few interruptions without getting behind.
- Establish routines for the beginning or end of the day, however simple; they will provide background structure when life gets busy.

STRESS MANAGEMENT



STRESS OF MAKING DECISIONS

The Stress Behaviors surrounding decision-making issues relate to the *Physical Energy* and *Thought* Components. Your Stress scores in these areas are 41 (*Physical Energy*) and 62 (*Thought*).

Your Stress scores do not suggest that this is an area of significant concern for you.



MANAGING NEEDS FOR PHYSICAL ENERGY AND THOUGHT

The Stress Behaviors surrounding decision-making issues relate to the *Physical Energy* and *Thought* Components. Your Stress scores in these areas are 41 (*Physical Energy*) and 62 (*Thought*).

Based upon these scores, it is likely that you need:

- A minimum of prolonged activity
- Stimulation of new ideas
- Friendly, low-key surroundings
- Time for reflection
- Unhurried work conditions
- Time to think decisions through
- Support from others on decisions
- Opportunities to talk out worries
- Offers of assistance and help
- Cautious decision-making by others

In order to build resistance to or avoid stress in this area, we recommend that you:

- Plan schedules and projects so you can stop and think about where you have been and where you are going.
- Give more time to abstract or philosophical thought and activities.
- Avoid taking on too many projects or social obligations when things are getting hectic at work.
- Develop a relaxing, low-key hobby or recreation, and make use of the curative powers of this activity often.
- Build life goals and important plans carefully using thorough discussion with those close to you and advice from knowledgeable advisors.
- Develop close relations with patient and effective advisors who will reflect on your ideas with you and will help you think carefully about important issues.
- Keep abreast of major developments in your work area, so that you are ready to deal with issues when they arise and have a good idea of where to go for assistance or information.
- Remind those close to you that you need careful preparation before making a decision, and elicit their support in developing several options to consider.



ACTION ORIENTATION

(PHYSICAL ENERGY, EMOTIONAL ENERGY, THOUGHT)

USUAL STYLE

You see action as the key to solving most problems. You are naturally inclined to take action personally and to encourage others to do the same – a consequence of your high level of physical energy. You approve of a style which emphasizes practical, hands-on involvement over a more thoughtful approach which may involve unnecessary delay.

You have the ability to see and understand the more subjective component in issues. You naturally understand the extent to which people's appreciation of so-called "facts" can be affected by the way they feel. This characteristic also makes it easier for you to express your own feelings than tends to be the case for other people.

You are more at ease with "shades of gray" in decision-making than are most people. You know that it is often the little issues that determine what the best decision will be, and therefore you prefer to spend a reasonable amount of time on exploring these matters which might appear irrelevant to other people.

Your strong focus on action, therefore, is balanced by your more measured decision-making style, particularly when emotional considerations play a part. At your best, this contrasting strengths enable you to handle issues well in a variety of situations.

UNDERLYING NEEDS

For you to be at your best, you need for other people to be prepared to talk about subjective issues, to be willing to discuss decisions at some length, and to give you a reasonably paced schedule that is not hectic.

STRESS BEHAVIOR

Under pressure, you can respond poorly to extreme demands on your energies. An over-demanding schedule can cause you to delay unnecessary action, while an absence of demands on your time may prompt you to get involved in matters that are not your direct concern.

If you sense that your feelings or the feelings of others are being ignored, you can begin to experience negative emotions yourself. Under these circumstances, your overall performance can be adversely affected by these unpleasant feelings, and you can find it hard to see the positive aspects of the issues that confront you.

In these more stressful circumstances, you can begin to give over-much attention to decisions. Your decision-making begins to slow, as you start to look too closely at minor issues that may not really be important. Under great pressure, you may refuse to commit yourself to any decision at all.

It is your tendency to over-emphasize emotional issues and to over-analyze decisions, though, which are your most significant characteristics under pressure. They can cause you to worry about decision-making to the extent that you endlessly defer making up your mind, in the hope that something or someone will make the decision for you.



SOCIAL ORIENTATION

(SOCIAL ENERGY & SELF-CONSCIOUSNESS)

USUAL STYLE

You do your best work alone or in a small group, preferably consisting of people you know to some extent. In general, you tend to relate better to people one-on-one or one-on-two than you do in a social context.

Because you relate more readily to people individually than in groups, you are often better able to assess them on an individual basis than others are. In addition, you are able to withstand group opinion and take an independent stand on issues that are important to you.

You prefer to relate to other people by being direct and straightforward. You believe that being open and frank is the best way of communicating with others: it saves time and enables you to be forthright.

This directness can be an effective approach to others. It permits you to cut through irrelevancies and address the issue at hand in an open manner.

Overall, therefore, you are at your best when you can work with key individuals who want to get to the heart of the matter and are willing to hear the truth, even if it is unpalatable. Your experience suggests that this is a more effective way of working with people than being over-sensitive or appealing to them in groups.

UNDERLYING NEEDS

You need to be given freedom from group interaction where possible, and for others to deal with you in a direct and straightforward manner.

STRESS BEHAVIOR

Under pressure, you can find the stress of dealing with groups to be too much. At such times, you are tempted to withdraw altogether, become unsociable, and to downplay the importance of team dynamics.

Having your "own space" starts to become too important to you. You can be unaware of the extent to which other people are disturbed by your silence or your absence.

When things are not going well for you, you can become brusque and terse. You then underestimate the extent to which other people need to hear that you respect them and appreciate their efforts.

When this happens, you are capable of alienating people to a greater extent than you realize. Your impatience with others' sensitivity causes them to see you as uncaring and dismissive.

In short, you become too self-protective. You remove yourself from the social situation, and are much too direct and forthright when others challenge you on this response.



PROCESS ORIENTATION

(INSISTENCE)

USUAL STYLE

You are organized in your thinking and in your approach to most issues that you deal with. You find it easy to adapt to the existing organizational or other structure, and you have a natural orientation towards order and method.

You tend to focus on detail rather than looking at the broad picture. You are careful in both planning and execution, and what your plans may lack in novelty they more than make up for in dependability.

Where risks are involved, you prefer to calculate these carefully, to the extent that this is possible. Established procedures and processes are more to you than merely proven systems. You understand that other people derive a sense of comfort and stability from methods that have been tried and tested, and you will not willingly abandon these simply because someone else thinks they have a "good idea."

To sum up, therefore, you primarily value an approach which is organized and structured, and which is built where possible on existing systems whose worth has been proved.

UNDERLYING NEEDS

You are at your most effective in situations which require neither slavish adherence to existing methodologies on the one hand, nor a complete absence of any sort of plan or structure on the other.

STRESS BEHAVIOR

In the face of protracted involvement either with highly structured projects or with "blue-sky" concepts, you can begin to feel stress.

Highly structured, complex, and inflexible projects begin to bore you. Where there is little or no opportunity to invent or improvise, your attention quickly wanes. You are then tempted to start work on something completely new or to begin over-generalizing about what needs to be done.

However, when you are working with no discernible plan at all, you may react in the opposite direction. The absence of any clear structure or goal can be intimidating rather than liberating for you. Under these circumstances, you can start to become fearful. You may attempt to over-schedule and over-control, become anxious about results, and lose morale as changes are implemented which you cannot incorporate meaningfully into any overall plan.

Briefly, you can be put under stress when others are too insistent on methods and procedures, or when they appear to abandon them altogether.



AGREEABLENESS ORIENTATION

(ASSERTIVENESS & INCENTIVES)

USUAL STYLE

You find it easy to exercise authority – it comes almost naturally to you. It is generally quite clear to people what you want to happen. Your use of direct orders or commands is not domineering – it is simply an economical expression of what is to be done.

When things are going well, you are untroubled by matters of who is in charge. In your experience, some authority should come naturally, whether or not it reflects any formal structure of command.

You are naturally competitive yourself, and where possible you prefer to use the stimulus of competition and concrete rewards for success as effective motivators for yourself and other people.

While team effort has its place, you know that the most meaningful rewards are those that are given to the most successful players, and that those rewards need where possible to be material. As a result, you place a premium on financial incentives.

Overall, your natural style is to be commanding and competitive. You are not afraid to give orders, and you believe the best will come out of people when they are motivated by individualized incentives.

UNDERLYING NEEDS

Knowing who is in control is an important issue for you. However, you respond best to a team-based work environment where loyalty and common achievement are valued.

STRESS BEHAVIOR

When things start to go wrong, you can begin to make your own attempts at direction and control even though these may be inappropriate.

At these times, you can speak up and voice your opposition even if it involves ignoring any formal chain of command. Such behavior can antagonize more domineering authority figures, and provoke others into resisting you silently but effectively.

When you find yourself in adverse situations, you can be tempted to reduce everything to issues of money and personal success.

Winning at all costs can become too important to you. Your emphasis on financial rewards and individual achievement is more distressing than you realize to people who believe strongly in common ideals and the advantages of true teamwork.

In summary, when you are under pressure you tend to become outspoken, domineering, and too focused on personal gain.



FOCUS ORIENTATION

(RESTLESSNESS)

USUAL STYLE

You are naturally responsive and attentive, even when presented with issues which may not directly affect your long-term goal.

As a result, you like to spread your attention over several matters at the same time, and you do not hesitate to interrupt others if you feel that the issue demands a response from them, no matter how engrossed they may be.

The effect of this approach, when all is going well, is to increase both productivity and creativity. You and those around you are naturally alert to minor issues which might impact the overall project. Your time is typically dedicated to several matters simultaneously. The result is that more work gets done, while you remain open to the influence of unexpected events on the long-term goal.

To sum up, therefore, your success is generally built on your ability to focus on more than one thing at the same time.

UNDERLYING NEEDS

You respond best when you have no distractions, including distractions caused by others. This allows you to focus your attention on the central matter in hand.

STRESS BEHAVIOR

When your situation does not provide the level of variety you need, you tend to become less focused. These are the times when you divert your attention to matters that may be interesting but whose relevance to the immediate task is marginal.

You become restless for instant results which can give you a sense of achievement. What you like to think of as "multi-tasking" becomes simply an inability to sit still and concentrate.

Self-discipline now becomes hard. Delays in the overall project can become increasingly frustrating to you, as the prospect of achieving the central goal in a timely manner becomes more remote.

In short, your style of becoming less-than-productive is to over-focus on less significant matters when the main goals are overlooked.

COACHING REPORT



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COACHING REPORT



PURPOSE

The purpose of the Birkman Coaching Report is to provide you and your coach with a comprehensive assessment for self-management and developmental purposes. This report focuses on behavior within the range of normal human functioning and does not address clinical issues. This information is based on your responses to questions contained in the Birkman questionnaire and generated from The Birkman Method®

This report should not be depended upon as the only means of evaluating your attributes and areas for development, nor should it be used as a tool for job selection or pre-employment.

The Coaching Report is designed to:

- Provide a means to increase personal and professional self-awareness.
- Provide information to complement other processes important to coaching, such as the coaching interview process.
- Describe your specific tendencies relative to important interpersonal and task-related activities.
- Provide information to help pinpoint areas that may be current or future liabilities.
- Provide areas to be explored within the coaching process that can be translated into specific coaching goals for you.

COACHING REPORT



PURPOSE

ACTION ITEMS

What would you like most to get out of the coaching process?

List at least two issues/challenges/learning opportunities you would like to discuss and work on during the coaching process.

Before reading the Coaching Report consider the following areas and rate yourself to determine whether or not each area has been a strength or a possible weakness for you in your past work and personal life experiences. Rate yourself from 1-5, with 5 meaning you feel it is a true strength and 1 meaning you have known issues with this topic.

- Communicating with others
- Relating to people socially
- Response to policies, procedures and externally imposed change
- Making decisions
- Creating your ideal work environment
- Work/Life balance

COACHING REPORT



SPECIFIC PROFILE

Profiles are valuable because they give us a general sense of who we are and how we behave. They are helpful because we can learn how, with our particular profile, we can interact more effectively with people who have profiles different from us. We have aspects to our personality that are unique to us as individuals, based upon the distinctive environment in which we were raised and aspects of our personality that are present at birth.

In the sections that follow, we will define your specific personality in terms of the following areas:

- How You Communicate With Others
- How You Relate to People Socially
- How You Respond to Structure and Change
- How You Make Decisions
- Creating Your Ideal Work Environment
- Work-Life Balance
- Potential Issues
- Areas to Explore



COMMUNICATING WITH OTHERS

Communicating with others involves the sensitivity with which we deliver messages to others (and conversely the degree of sensitivity we want in return) and the level of assertiveness we exhibit in challenging others and defending our points of view.

You describe yourself as someone who is concerned for the feelings of others and who relates to them on the basis of genuine respect and appreciation, about the same as most people. You are mindful of the impact or impression your words and actions may have during the communication process. When you engage in conversations (especially difficult ones), you will be generally diplomatic, but not to the point where your message gets lost. You will not be unduly critical, preferring instead to keep things on a positive note. However, if the situation calls for it, you can be fairly direct with others. Your self-described ability to be sensitively aware of your impact on others appears to be the same as for most people. This behavior appears to be learned or modified over time since what you seem to want from others is somewhat different from the way you usually behave toward others.

Your responses to the questionnaire suggest that you have a distinct need for others to be open and direct with you. You may become frustrated and impatient if others are indirect or evasive in their communication, especially around difficult issues. You prefer that people tackle sensitive or tough issues head on and not allow sentiment or personal sensitivities to get in the way. You indicate a desire for candor from your superiors and prefer to avoid situations where another person's position in the organization interferes with your ability to say what needs to be said. Since this is different from your self-described day-to-day behavior, this difference should be explored through discussion.

Your responses also indicate that during times of stress or pressure, your behavior mirrors, in exaggerated form, the communication practices that you desire from others, but in a way that may impede your interpersonal effectiveness. When this happens, you may convey a lack of concern for the esteem of others or for their reactions to what you have to say. You may focus so much on what you think needs to be said, that you are oblivious to social process and communicate in a way that is too direct, blunt and even harsh. In the process, you might become more detached. This causes you to be unable to recognize the personal needs and feelings of others. Since your needs and stress behavior are somewhat different from the day-to-day, usual behavior you describe, it will be important to recognize when these differences occur.



COMMUNICATING WITH OTHERS

You describe yourself as more assertive and controlling than the average person. In situations where you are communicating from a position of authority or in personal confrontations, your strength is to influence and convince others to your way of thinking through argument and sheer force of will. In discussions, you prefer to be outspoken and to the point, leaving no doubt as to who is in control or where you stand on issues. It is through such verbal assertiveness that your interpersonal competitiveness comes to the fore.

You function best in an environment that supports, and even encourages individuals to have forthright discussion of ideas, policies and decisions. You prefer supervision from someone who is direct and honest with you, letting you know what the boundaries are and where you stand. You expect persons in positions of authority to be comfortable when you push back with your own ideas and opinions. Ideally, you expect opportunities to openly discuss and debate matters of personal or professional importance with your peers or direct-reports.

During times of stress or pressure, you may air your opinions too freely. In the process, you can come across as bossy and domineering. As you become more confrontational, you tend to resist direction from others and may be inclined to engage in an argumentative style of communication. The frustration of dealing with non-confrontational people or a "wishy-washy" boss can bring out the authoritarian side of your personality.

COACHING REPORT



COMMUNICATING WITH OTHERS

ACTION ITEMS

Are you aware of times when your style of communicating with others has caused a situation to go better than expected? If so, describe that situation and describe why you think your style "worked" in this situation.

Are you aware of times when your style of communicating with others has caused a situation to go less smoothly than expected? If so, describe that situation and describe what you think went wrong. In retrospect, how could it have been handled better?

Has your personal stress behavior sometimes gotten you in trouble? Please describe the situation. Discuss ways to prevent that from happening again.



RELATING TO PEOPLE SOCIALLY

Relating to others from a social perspective is determined by how much we like group interaction, how much interpersonal contact we need and to what extent we see emotion or feelings as a significant factor in our relationships.

You view your usual behavior as being far less sociable and outgoing than most people. You will choose to form close personal relationships with a few significant individuals and you are primarily "selectively sociable." Your usual strength is to relate to people more easily on a one-to-one basis than in groups or social settings. Your responses to the questionnaire describe you as being more of a listener than a talker, socially reserved with a quiet demeanor. You are therefore able to be alone and work independently, as well as withstand undue social pressure from your peer group.

Your optimal work environment will mirror your usual behavior. That is, you need to have a significant amount of time on your own or at most, with a few close friends or co-workers, rather than be put into a situation where you have constant social interaction with a wide variety of people or groups. Time alone or with one or two close friends will free you from the pressure of extended social situations.

During times of stress, you may withdraw or appear unfriendly and aloof. Too much social interaction, especially when it doesn't include people that you are comfortable with, can create pressure for you. At these times, you're apt to get impatient with other people, ignore them or downplay and discount the importance of social dynamics.

You describe yourself as displaying more warmth and sincerity towards others than most people. This is due, in part, to above average insight into your own feelings as well as the feelings of others. Your responses indicate that you are easy to confide in and will take the time to listen and to help when you are able. People respond to your warmth and are willing to trust and confide in you. You come across to others as caring and involved.

However, your personal needs in this area are more moderate and fall within the average range. You prefer an environment where you will not have to constantly deal with the emotional reactions or personal concerns of others, but one that will still provide you with an outlet for your subjective side. This may include dealing with people on a personal level, such as in a counseling or coaching format, or for a chance to engage in activities that challenge your creativity and imagination. You function effectively in an environment that emphasizes



RELATING TO PEOPLE SOCIALLY

practical, matter-of-fact relationships, but you will not want to be treated in a cold, detached manner.

During times of stress or pressure, you may become sensitive to how you are being treated by others or experience feelings of hopelessness and despair. If this happens, it will be the result of your subjective nature over-reacting. Given your balanced responses in this area, your objective side may also affect your behavior by causing you to become impersonal and demanding. The direction your behavior actually takes under stress or pressure should be explored through reflection and discussion. However, given your self-described behavior, it would not be unexpected if, under constant pressure, you would be inclined to become overly sensitive and allow emotion to affect your judgment.

COACHING REPORT



RELATING TO PEOPLE SOCIALLY

ACTION ITEMS

Think of someone who has a very different style from yours when relating to people socially. Do you enjoy being with that person? Why or why not?

What could you learn from that person?

In your current position when would it be beneficial to be a person who is sociable, comfortable in groups and very emotionally engaged? When would it be comfortable to be a person who is more comfortable working alone and less emotionally engaged, and more task-oriented? Which style would be more difficult for you? And, what measures can you take to help you be more productive when this style is needed?



RESPONSE TO STRUCTURE AND CHANGE

Our response to structure and change is determined by our levels of comfort with order and systematic detail. It is also determined by the extent to which we prefer variety in our own schedules or want to introduce change into our environment.

Your level of concern for the ability to impose structure and order on your activities falls within the moderate range. Your usual approach to tasks is fairly organized, detailed and systematic - but not overly so. You can be expected to plan and follow a set of well-defined steps in the execution of any task or project, but stability and predictability will not dominate your approach. As such, you will not find it difficult to shift your position or to depart from the "status quo" and will do so if it is proven that such a change is warranted.

As expected, your optimal work environment will mirror your usual behavior. That is, you have a desire for situations in which you can plan and execute activities according to familiar methods, but will also want enough flexibility so that the environment does not become rule-bound or the work overly detailed. While you will still prefer not to be in a situation that calls for you to "shoot from the hip" or proceed with less planning and organization than you normally require, your responses suggest that you can adjust to a more flexible approach if necessary. You are able to operate comfortably in an environment where there are definite rules and a pre-defined set of systems and procedures, but your needs are such that you would rather be given the "big picture" and then left to work out the details on your own.

During times of stress or pressure, you may neglect important details or leave things until the last minute. However, since your responses in this area are in the moderate range, you may also swing to the other side of the continuum and begin to become more security-minded and risk-averse. Under stress, you might become somewhat over controlling and change resistant.

You describe yourself as having a significantly higher desire for change and variety in your life and daily schedule than most people. As you are much more responsive to your environment than others, you welcome interruption and novelty into your daily activities and like to juggle several tasks at once. A new schedule every day is fine with you since you will find it tedious to operate on a regular, rigid timetable. You are open to starting new things and will be inclined to take on a wide assortment of tasks and duties.

Your responses in this area indicate that you have a distinct need to have a minimum of change imposed upon you. You prefer a work situation that favors concentration and allows you time to

COACHING REPORT



RESPONSE TO STRUCTURE AND CHANGE

consider new ways before changing methods - along with an opportunity to give input before changes are initiated. According to your responses to the questionnaire, you will need protection from constant interruptions.

During times of stress or pressure, your behavior may become an exaggerated version of the behavior you describe yourself as exhibiting day-to-day. Specifically, you may have difficulty concentrating, and become restless and easily distracted. When this happens, you might become anxious for quick results and easily annoyed by delays. In short, your patience will be reduced drastically. During this time, self-discipline will not come easily and you will tend to start many projects, but have trouble finishing them.

COACHING REPORT



RESPONSE TO STRUCTURE AND CHANGE

ACTION ITEMS

Is your current work situation providing you the appropriate amount of structure - are enough procedures and policies in place for you to be productive; or are there too many? Describe the reasons for your answer.

If you are not happy with the amount of structure (whether it is too much or too little), what can you do to rectify the situation?



MAKING DECISIONS

Our decisions are influenced by many elements. But the core of our decision making is determined by just a few essentials. Our natural pace influences decision making because it determines our self-generated time pressure. The degree to which we rely totally on objective logic or bring in our intuitive side also affects our decisions. And finally, the amount of information we need to have before making a decision and the amount of time to process that information is critical.

Your decision-making can be categorized as idea oriented and creative. You will think about the future as well as the present, build on the ideas of others, and generate many alternatives before deciding. Your scores also indicate that you will use your intuition and reflective capabilities to consider new ideas, strategies, theories, and plans. Additionally, your internal reactions will be an important part of your decision criteria. Since your decision-making will generally have a synergistic orientation you will likely put forth "trial balloons" and gage the reactions of others, using that information to help shape your decisions.

You generally make decisions concerning routine matters rather quickly, but on matters of personal and professional importance, you will take a more thoughtful and reflective approach. You are able to see many shades of gray, and are inclined to consider the subtler sides of issues that some may miss. To others, you appear nicely balanced in that you can make thoughtful decisions, grasp relevant issues, weigh competing factors, and then come to a judgment rather quickly.

Although the amount of time you need to make a decision increases as problems become complicated or unusual, you require no more information or time to make a decision than the average person. Additionally, compared to most people, you have a moderate need for an environment that requires rapid decision making. In other words, your need for reflective thought is about average. Under pressure and stress, you may vacillate between procrastinating on decisions, so that you can collect more information and decrease uncertainty, or in situations that are more familiar, you may become frustrated with ambiguity and decide impulsively.

COACHING REPORT



MAKING DECISIONS

ACTION ITEMS

Based on your Coaching Report results, does your decision-making style seem to align itself with what is required in your current position? Discuss a time your decision-making style truly helped you in a situation. Why did it work for you, what were the benefits? Discuss a time your decision-making style was a hindrance for you. Why didn't it work, and what were the consequences? Can you identify someone you could rely on to help when a different style is needed?

COACHING REPORT



CREATING YOUR IDEAL WORK ENVIRONMENT

Effective careers are built on a combination of three factors:

1. An intrinsic interest in what you are doing
2. Knowledge and competencies necessary to perform effectively
3. Taking advantage of opportunities that are presented to you

One way that you can create proper alignment within your job/career comes through understanding how similar you are to people that have found work satisfaction in specific job categories.

Your information suggests that the following environmental components are very important to your success and satisfaction within your career. You will align best in environments that are characterized by:

- * general procedural standards following carefully defined office systems and procedures
- * functions that provide direct measurables to work output and performance
- * predictable and stable work setting that follows consistent approach to work objectives
- * direct instruction and management to clearly understand work goals and expectations
- * urgency and action are stressed in the scope of projects
- * tangible results are obtained and operational procedures are emphasized
- * emphasis on strategy and the creation of production concepts
- * consideration for people and individual development
- * functions that include brainstorming and development
- * various functions that allow for interaction with stakeholders
- * opportunities to work as a part of larger team driven initiatives
- * high levels of energy and enthusiasm are encouraged

COACHING REPORT



CREATING YOUR IDEAL WORK ENVIRONMENT

ACTION ITEMS

Consider each point mentioned in the Coaching Report and identify which characteristics are present in your current position. Which ones are not? What can be done to create more of a work environment that would fit your Ideal? If you cannot change your work environment to make it a better fit, what can be done outside your work life that could meet some of these needs on a personal level?



WORK/LIFE BALANCE

Your personal profile does not indicate an elevated risk for work/life balance issues. However, to determine whether or not there may be undetected signals, answer the following questions. The more affirmative answers there are, the more likely it is that your work/life balance is, or may become, a problem area.

1. I find myself spending more and more time on work-related projects.
2. I often feel I don't have any time for myself - or for my family and friends.
3. No matter what I do, it seems that often every minute of every day is always scheduled for something.
4. Sometimes I feel as if I've lost sight of who I am and why I choose this job/career.
5. I can't remember the last time I was able to find the time to take a day off to do something fun - something just for me.
6. I feel stressed out most of the time.
7. I can't even remember the last time I used all my allotted vacation and personal days.
8. It sometimes feels as though I never even have a chance to catch my breath before I have to move on to the next project/crisis.
9. I can't remember the last time I read - and finished - a book that I was reading purely for pleasure.
10. I wish I had more time for some outside interests and hobbies, but I simply don't.
11. I often feel exhausted - even early in the week.
12. I can't remember the last time I went to the movies, enjoyed a hobby, or attended some cultural event.
13. I mostly do what I do because so many people (children, partners, parents) depend on me for support.
14. I've missed many of my family's important events because of work-related time pressure and responsibilities.
15. I almost always bring work home with me.

COACHING REPORT



WORK/LIFE BALANCE

ACTION ITEMS

Consider your responses to the questions listed in this section. Do you currently feel that your Work/Life Balance is in danger? Identify two or three areas you can immediately work on to help you better handle the balance. State two action steps you will take to initiate this change.



POTENTIAL ISSUES

Strong needs and expectations can be a motivator and can direct our behavior. When we deal with those who have similar needs or expectations, we are more likely to operate easily and in harmony. However, when we must interact on a regular basis with those whose worldview and personal needs are quite different from ours, it will take understanding and patience to be effective. At the same time, it is these people that can best bring balance to what we do and help us become well-rounded human beings. Based upon your responses, the issues listed below may present challenges to you because of the specific nature of your needs.

- **Dealing with those who are sensitive to how they are dealt with, who prefer to initiate by suggestion and who respect status as part of the communication process.**

You prefer that others communicate with you in a direct and straightforward manner. You value the ability of others to be brief and concise with their messages. When you interact with those who are sensitive to the communication and who value supportiveness, it may lead to frustration as the message may appear evasive. You will be more effective if you allow a little more time in your dealings with them. This allows them to feel that they can fully explain their thoughts and actions. It will also help if you express appreciation for their efforts when it is due.

- **Dealing with those who are motivated by team effort, social interaction and who value outgoing and extroverted activities.**

Although you prefer to work in an environment that has minimal social demands and that is independent of group constraints, it is helpful for you to remember that your low need in this area may cause you to be perceived as too independent in your thinking and behavior or too solitary in your work approach. When working with others, you may need to make an extra effort to work as part of a team or become part of the group, otherwise your natural detachment can send the wrong message. If others see you as hard to approach or aloof, they may find it difficult to interpret your behavior or know how to respond to you.

- **Dealing with those who are less assertive, who prefer pleasant, agreeable relationships rather than argument and debate.**

Although you prefer an environment where you can openly debate and argue your



POTENTIAL ISSUES

position, your naturally assertive style may cause others to perceive you as argumentative or as provoking debate just to challenge. You may need to exercise care when your verbal aggressiveness takes over. It will help if you remember to moderate your style to sound more like a friendly discussion than a confrontation. Additionally, giving others an opportunity to speak their mind without interruption and resisting impulsive remarks will go a long way in softening your approach.

- **Dealing with those who welcome change, take a very flexible approach to planning and execution and who thrive on environments with change and spontaneity.**

You are focused, resist distractions and want a minimum of abruptly imposed changes. For maximum effectiveness, remember that those who have the opposite style do not share your preference for consistency and certainty. They work most productively in a rapidly changing environment where variety and the unexpected are commonplace. In response, they are likely to take a spontaneous approach to projects and tasks. When working with people who have this style, you will benefit by remembering that, assuming competence, they can often reach the same goal as you - except by a different approach. Their approach can be valuable in situations where your concentrative style may be less effective.

COACHING REPORT



POTENTIAL ISSUES

ACTION ITEMS

For each of the areas listed, identify how the issue has manifested itself in your past - list at least one specific example for each area.

If you feel you have already taken some corrective measures on these issues because of previous work experience, list the effective measures you have taken.

Identify someone in your environment who seems to have a very different world view from you. Discuss some of the experiences you have had with this person; and, based on the information in this section, identify ways you could have handled the situation better knowing what you now know about yourself and your perspective versus others' perspectives.



AREAS TO EXPLORE

Our usual behavior is the behavior we exhibit when we are not in stress and when we do not have to respond to environmental demands that require specific behaviors which differ from our natural style. Our usual style has been learned over time and represents our perception of what it takes to be productive or effective in our interpersonal interactions and in meeting task requirements. In a very real sense, these behaviors represent our behavioral strengths.

While we can be effective when operating from our strengths, it is these same strengths that can be potential weaknesses when we are under pressure or in stress. Given your stress scores, the following areas should be explored to determine whether they have, or could, create problems for you:

- Stress of Interpersonal Relations
- Stress of Dealing with Schedules or Details
- Stress of Making Decisions

Stress of Interpersonal Relations

Based upon your responses in this area, when under stress or pressure you may begin to:

- Become inconsiderate in personal relationships.
- Become blunt or overly direct with people - even over little issues.
- Turn a "cold shoulder" to people who seem to need your approval.
- Devalue the importance of group opinion or group interaction - stay on the fringe or keep to yourself.
- Withdraw from others and ignore the value of keeping them informed, involved and committed to shared tasks.
- Appear unfriendly, ignore casual conversation and avoid or not initiate social interaction.

Stress of Dealing with Schedules or Details

Based upon your responses in this area, when under stress or pressure you may begin to:

- Have difficulty concentrating, become restless and easily distracted.
- Start things but not finish them, have trouble exercising self-discipline.
- Become annoyed by delays or roadblocks.

Stress of Making Decisions

Your responses do not suggest that this is an area of significant concern for you.

COACHING REPORT



AREAS TO EXPLORE

ACTION ITEMS

Consider each of the areas listed in this section and determine how they are affecting you in your life. Rate them from least important (not affecting much in your life currently) to most important (currently a big issue for you). For the areas that are currently affecting your life, identify examples of how these behaviors have been strengths for you and when they have turned negative? Try to determine what was different between the situations that worked for you and the ones that didn't. How could you have behaved differently to make the negative situation more positive?

This exercise should be repeated approximately every six months since different areas may cause trouble at different times. At one point in your life one area may be having a large negative effect, and at others this same area will seemingly be going smoothly.

COACHING REPORT



SUMMARY

ACTION ITEMS

Look over your comments from each section. Create a separate document listing all action items discussed. Determine a reasonable expectation regarding when to re-evaluate yourself on each item. Document the re-evaluation date beside each item.

Make sure you complete the process by re-evaluating yourself at each given date. Remember, this is a life long process and the work you have done here should be repeated on a regular basis.