

BIRKMAN

SIGNATURE

REPORT

THIS REPORT WAS PREPARED FOR
JOHN Q. PUBLIC (D00112)
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WELCOME

This section provides background information on The Birkman Method[®] and outlines the purpose and benefits of your 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

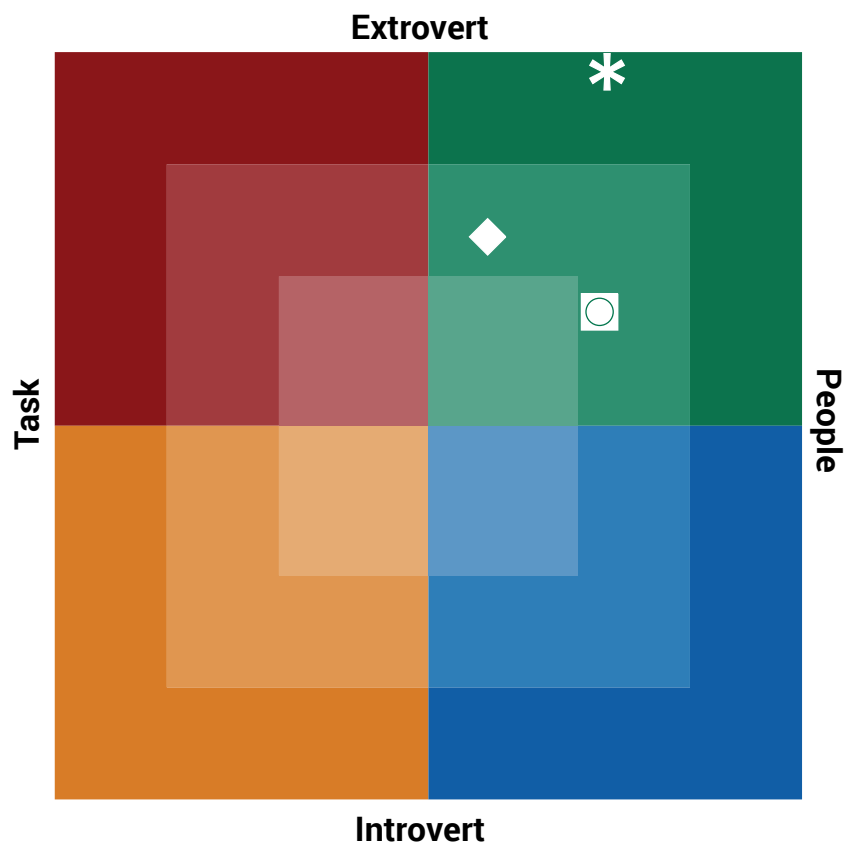
Your Birkman Map® provides an aerial view of who you are and allows you to see how and where you fit into the big picture.

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) *

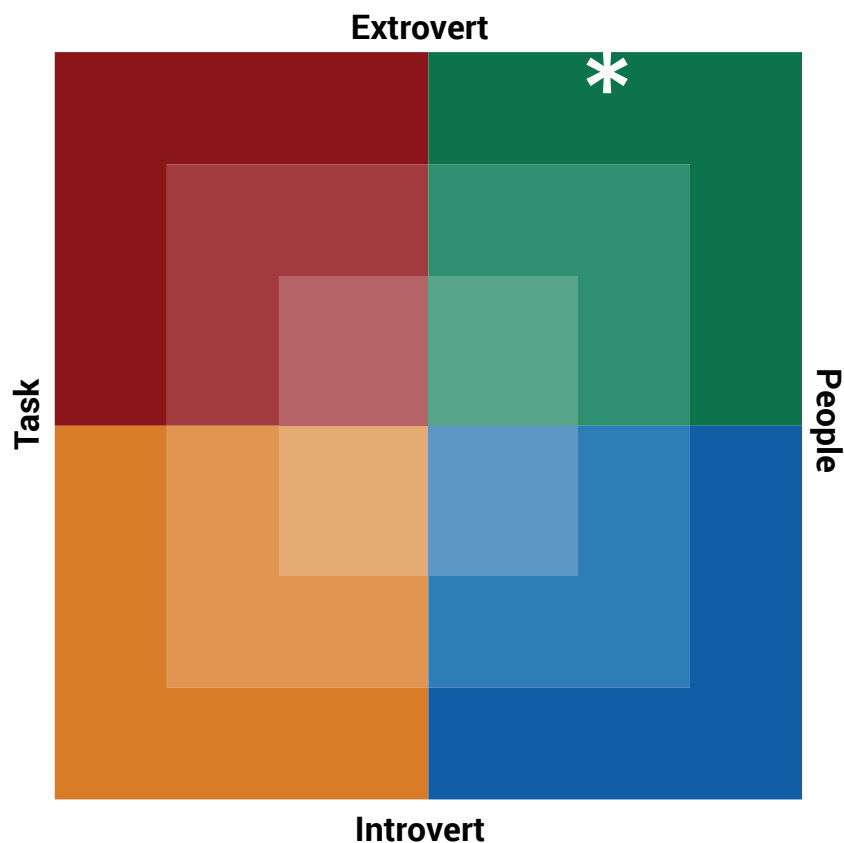
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

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



BIRKMAN MAP



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 also lies fairly close to the Red quadrant. When you are working effectively, you prefer to be assertive and direct.

Usual Behaviors in the GREEN quadrant include being:

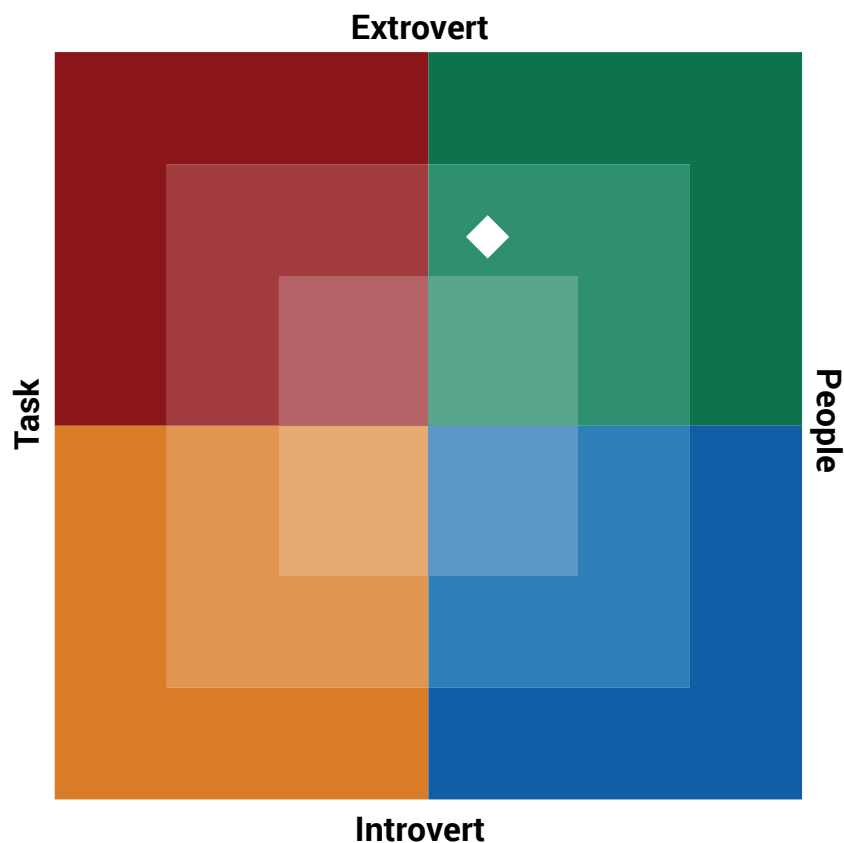
- competitive
- assertive
- flexible
- enthusiastic about new things

Your Diamond shows that you are usually:

- enthusiastic and flexible
- assertive and competitive

Your Diamond shows that you also tend to be:

- logical and objective
- energetic
- direct and open



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 GREEN quadrant, but it also lies fairly close to the Blue quadrant. To be most effective, you respond best to people who are persuasive and insightful.

Those with Needs in the GREEN quadrant want others to:

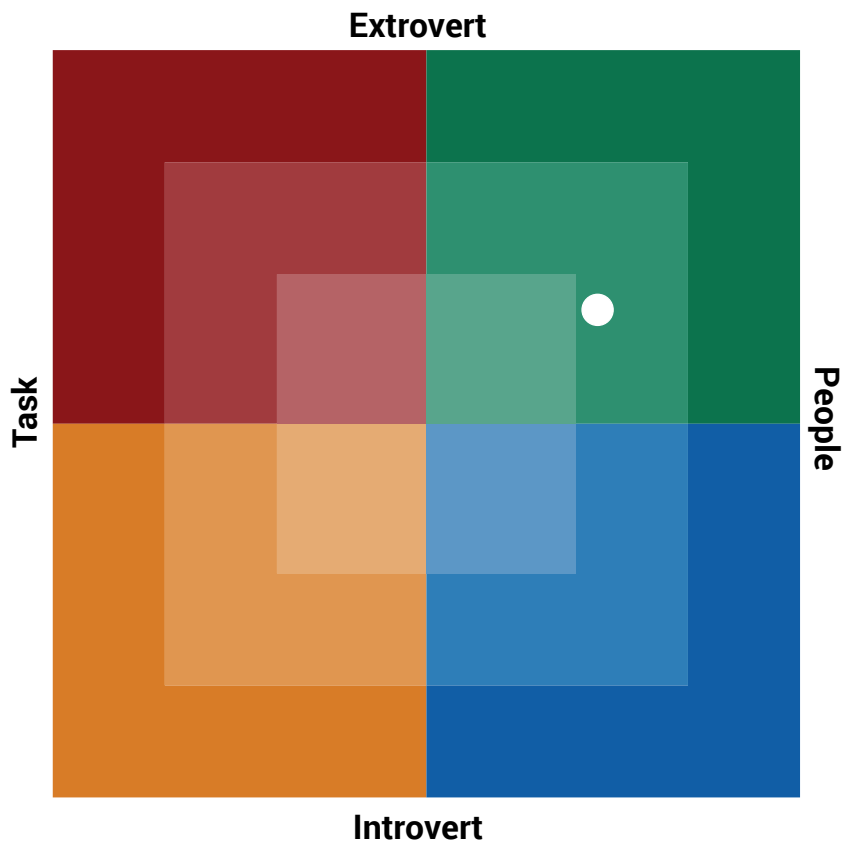
- encourage competition
- be assertive
- allow flexibility
- introduce novelty and variety

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

- keep unnecessary rules to a minimum
- give you varied tasks

Your Circle shows that you also respond well to people who:

- give you time for complex decisions
- don't over-schedule you
- are interested in feelings as well as logic



BIRKMAN MAP



EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

Your Stress Behavior is described by the Square. Your Square is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When people don't deal with you the way your needs suggest, you may become distracted and indecisive.

Those with Stress Behaviors in the GREEN quadrant:

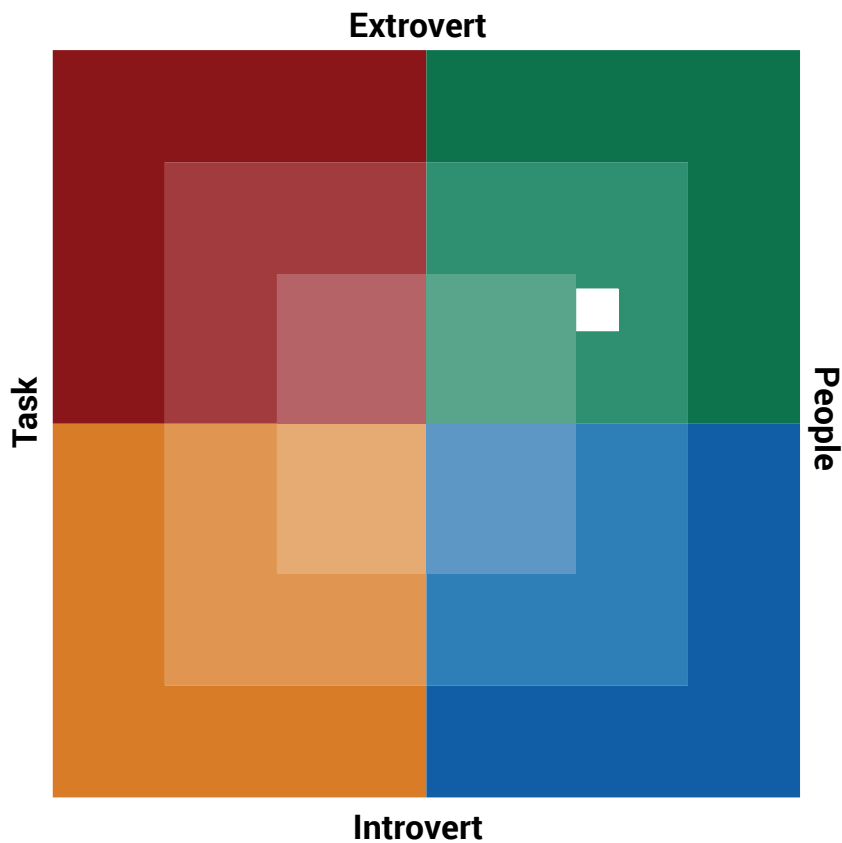
- are easily distracted
- distrust others
- become domineering
- fail to follow the plan

Your Square shows that under stress you may become:

- self-protective
- argumentative

Your Square shows that you may also become:

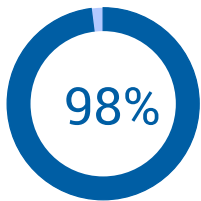
- overly sensitive to criticism
- easily sidetracked
- unsociable



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

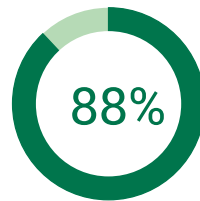


LITERARY

Appreciation for language

Activities include:

Writing, reading, editing

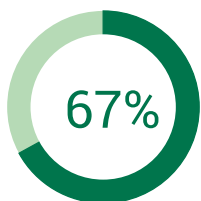


PERSUASIVE

Persuading, motivating, selling

Activities include:

Debating, influencing, promoting

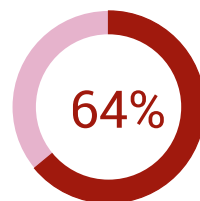


SOCIAL SERVICE

Helping, advocating for people

Activities include:

Teaching, counseling, volunteering

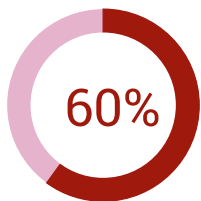


TECHNICAL

Hands-on work with technology and machinery

Activities include:

Programming, assembling, using gadgets

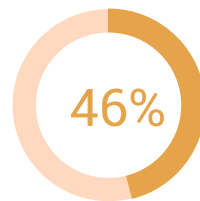


OUTDOOR

Work in an outdoor environment

Activities include:

Being outdoors, farming, gardening

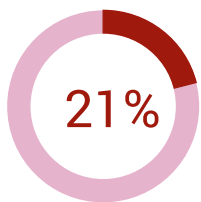


ADMINISTRATIVE

Systems, order and reliability

Activities include:

System tracking, record keeping, categorizing

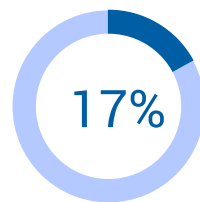


SCIENTIFIC

Research, analysis, intellectual curiosity

Activities include:

Investigating, exploring medicine, experimenting

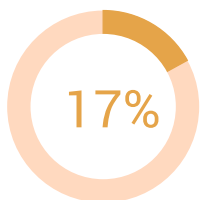


ARTISTIC

Creation, appreciation for arts, aesthetics

Activities include:

Painting, appreciating art, designing

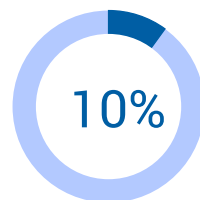


NUMERICAL

Working with numbers and data

Activities include:

Accounting, investing, analyzing



MUSICAL

Playing, singing or listening to music

Activities include:

Attending concerts, collecting and appreciating music

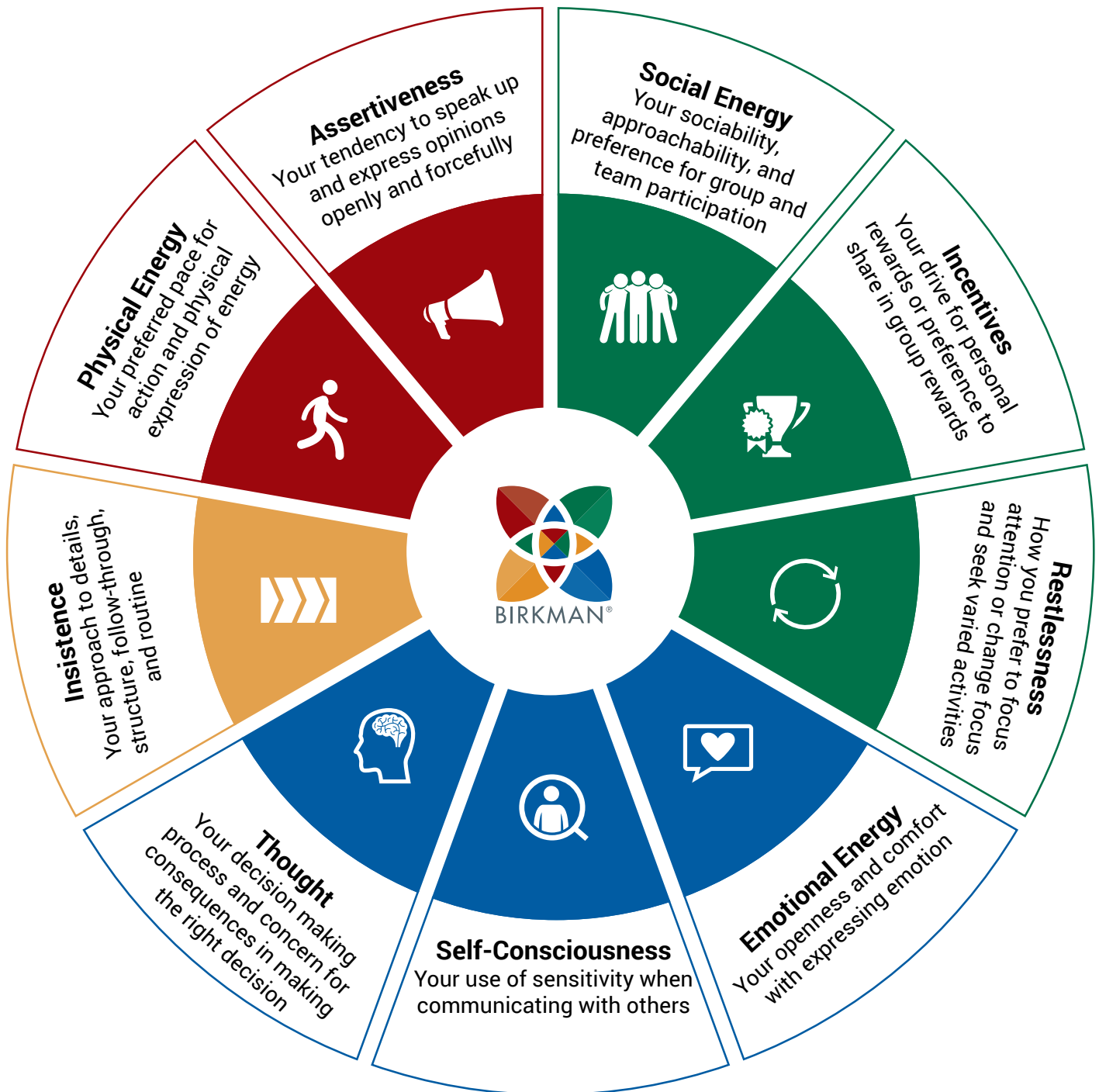
YOUR BEHAVIORS

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.

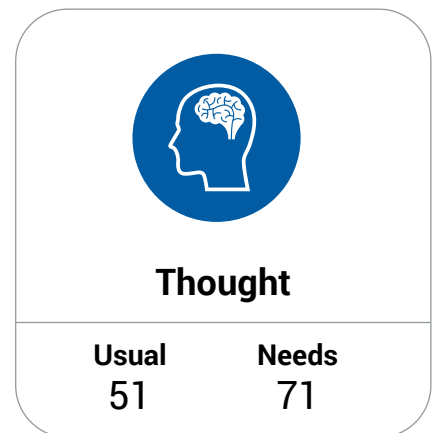
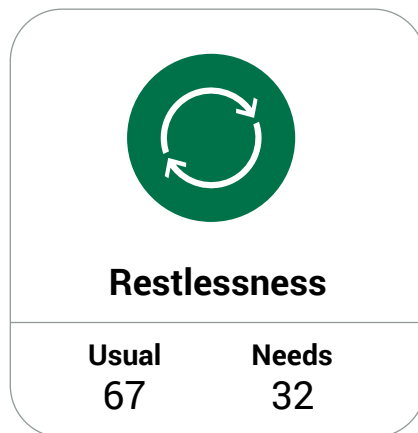
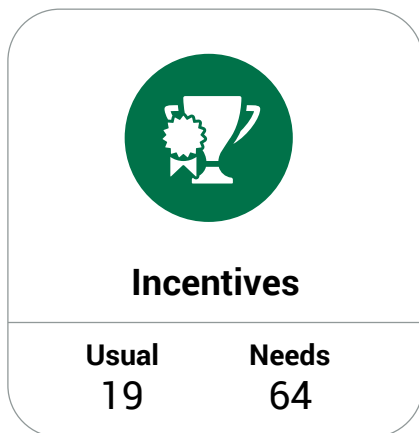
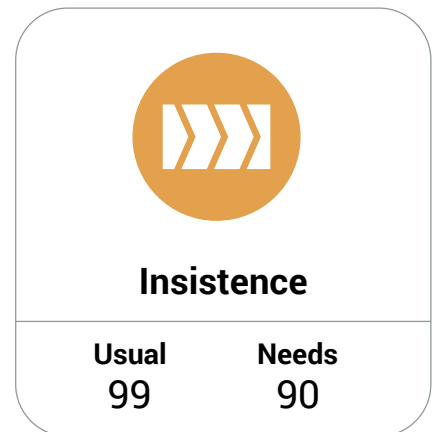
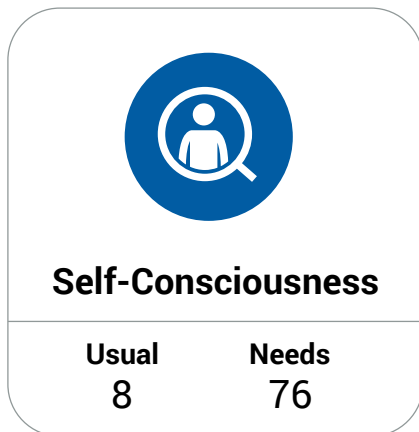
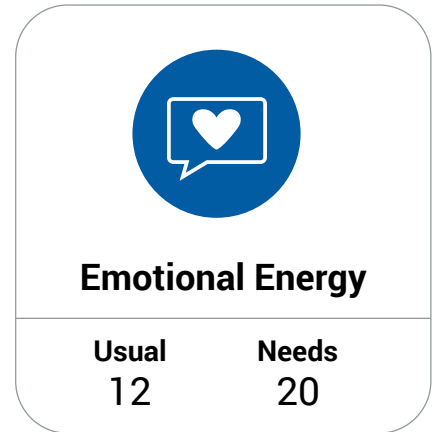
BIRKMAN COMPONENTS



Birkman measures nine components of personality.



BIRKMAN COMPONENT DASHBOARD



USUAL, NEEDS & STRESS



SOCIAL ENERGY

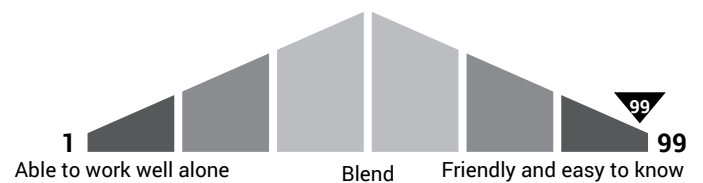
Your sociability, approachability, and preference for group and team participation

Your generally pleasant and outgoing manner makes you at ease and comfortable in group activities. Your warm and accepting attitude helps you meet people easily, an asset which is put to good use in social situations.

Usual Behavior:

- sociable
- at ease in groups
- communicative

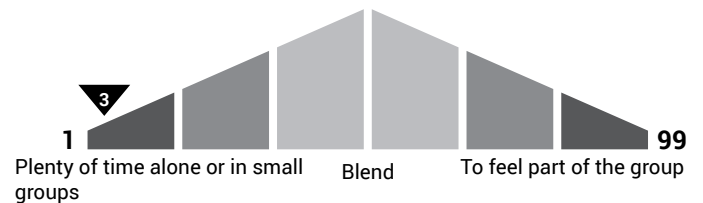
Usual Behavior



Needs:

The comfort you display in social settings conceals your underlying need to spend a considerable amount of time by yourself or in the company of one or two other significant individuals.

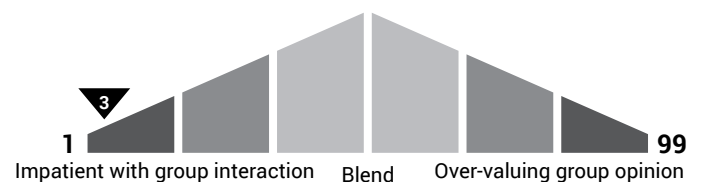
Needs



Causes of Stress:

Continuous pressure to be involved in social or group situations can upset your sense of well-being. Without sufficient time to yourself you are likely to become withdrawn, possibly to an extent that will surprise yourself and others.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- withdrawal
- tendency to ignore groups
- becoming impatient

USUAL, NEEDS & STRESS



PHYSICAL ENERGY

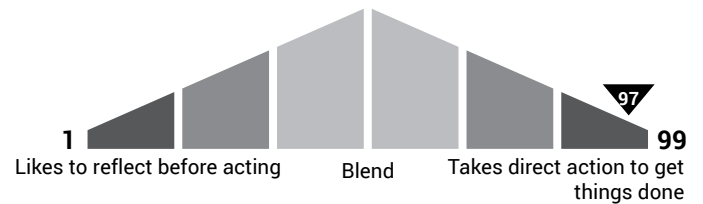
Your preferred pace for action and physical expression of energy

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

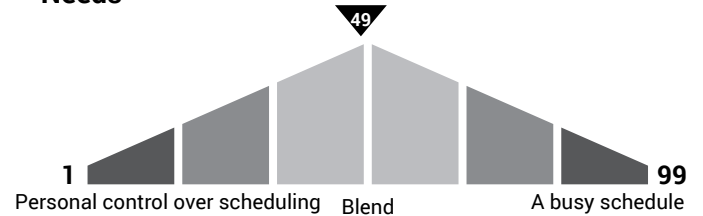
Usual Behavior



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.

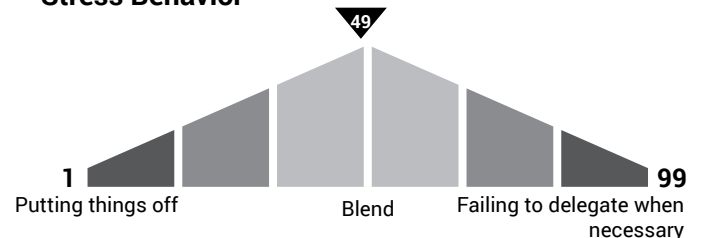
Needs



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

You are primarily objective and practical in your outlook. Your empathy toward others diminishes rapidly when you perceive they are taking no steps to help themselves. You prefer to keep your emotions in check.

Usual Behavior:

- objective
- practical
- logical

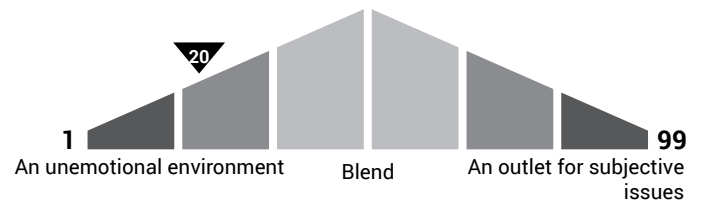
Usual Behavior



Needs:

You feel most at ease in surroundings that emphasize the practical side of things and have an appeal to logic. You need to be treated by others in a low-key, unemotional manner.

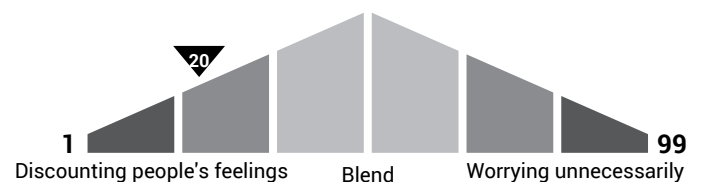
Needs



Causes of Stress:

It is difficult for you to understand the motivations of people who get carried away with emotion. When feelings and emotions seem to be clouding the issue, you are likely to respond by trying to minimize those feelings.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- insensitivity to feelings
- overly definite opinions
- over-concern for the practical

USUAL, NEEDS & STRESS



SELF-CONSCIOUSNESS

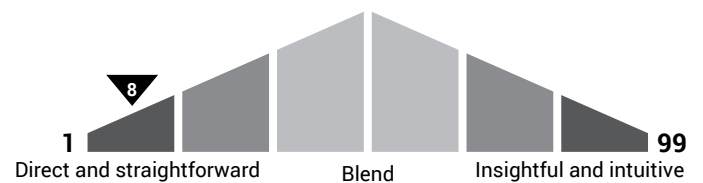
Your use of sensitivity when communicating with others

You project a certain ease and confidence as a result of your ability to be direct and to-the-point. People tend to notice how relaxed and comfortable you are around others.

Usual Behavior:

- frank and direct
- unevasive
- matter-of-fact

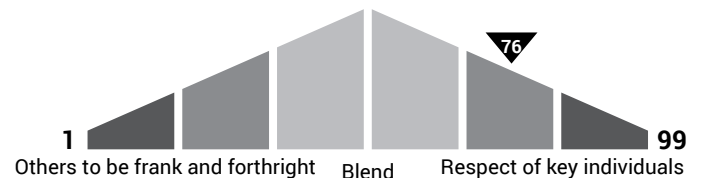
Usual Behavior



Needs:

In contrast to your usual style of behavior, you have an underlying need to feel the genuine respect and appreciation of those who are close to you. You must have ample opportunity to explain and justify your point of view.

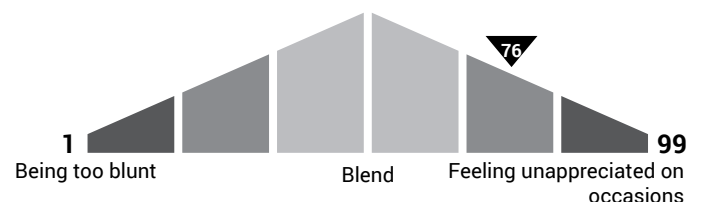
Needs



Causes of Stress:

Because your needs are not obvious from your usual behavior, it is easy for others to mistakenly assume that you need to be treated in a frank and direct manner. This may result in your having your feelings hurt on occasion.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- embarrassment
- shyness
- over-sensitivity

USUAL, NEEDS & STRESS



ASSERTIVENESS

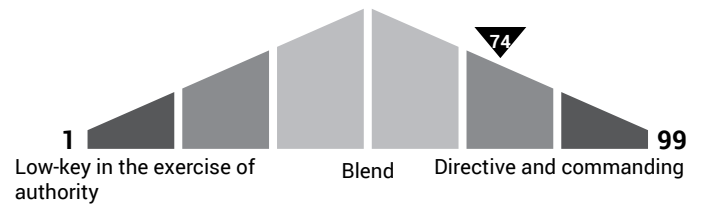
Your tendency to speak up and express opinions openly and forcefully

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

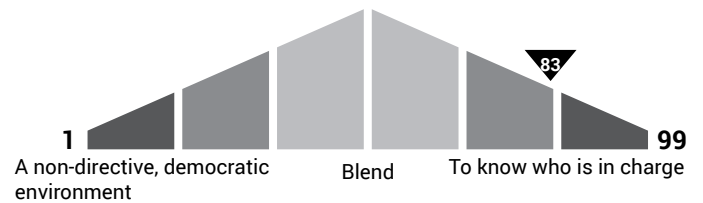
Usual Behavior



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.

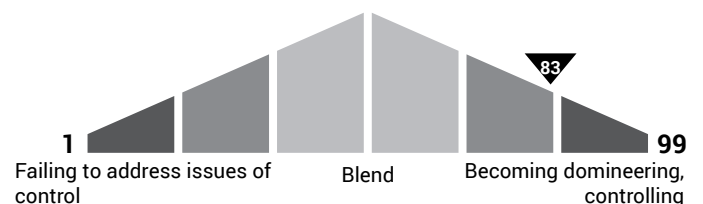
Needs



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

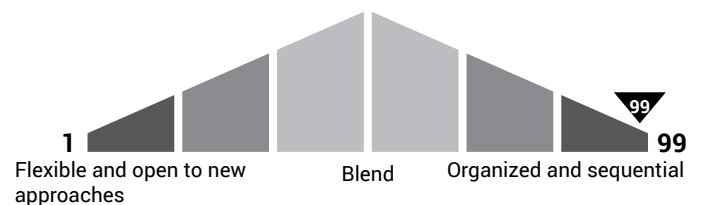
Your approach to details, structure, follow-through, and routine

Few people describe themselves as being so orderly and systematic. By preference, you stay with the tried and proven so that you can give your attention to detail and follow-through.

Usual Behavior:

- concerned with detail
- logical in thought process
- completion-oriented

Usual Behavior



Needs:

You have a distinct need for predictable situations in which you can plan and execute activities according to familiar methods. Reasonably stable and predictable life and work situations provide an emotional anchor.

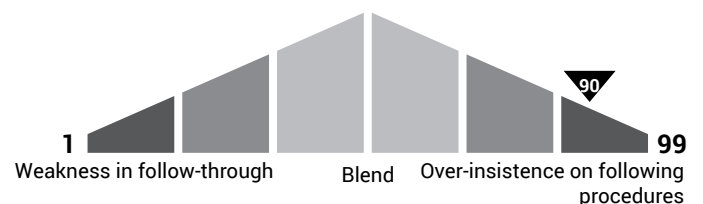
Needs



Causes of Stress:

When forced to discard planning methods which are natural to you, you tend to make big problems out of little ones. When things develop differently from what you planned, you may begin to give even unimportant detail too much attention.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- over-emphasis on detail
- fear of uncertainty
- undue control

USUAL, NEEDS & STRESS



INCENTIVES

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

As a predominantly idealistic person, you value cooperative effort and the concepts of trust, loyalty and team spirit. You can think and reason in terms of intangible benefits, and prefer to minimize face-to-face, competitive rivalry.

Usual Behavior:

- trustful
- loyal
- service-oriented

Needs:

Underneath, you expect a certain amount of competition, and need some reassurance concerning your personal advancement. While you value team effort, it is good for you to receive recognition for individual effort.

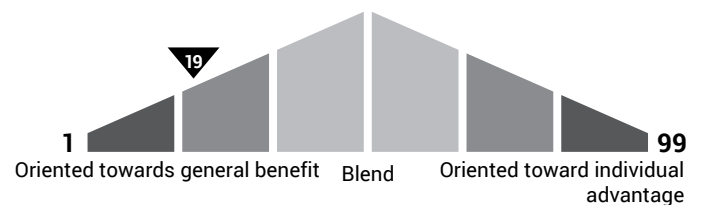
Causes of Stress:

Your respectful attitudes can complicate matters when you are involved in face-to-face conflicts, since your feelings and opinions are stronger than they appear to be. Also, you can find others who are opportunistic or unrealistic a source of discomfort.

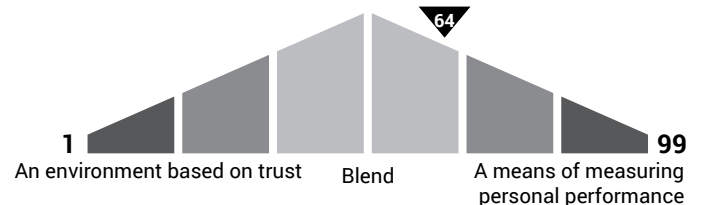
Possible Stress Reactions When Needs Are Not Met:

- becoming distrustful
- becoming impractical

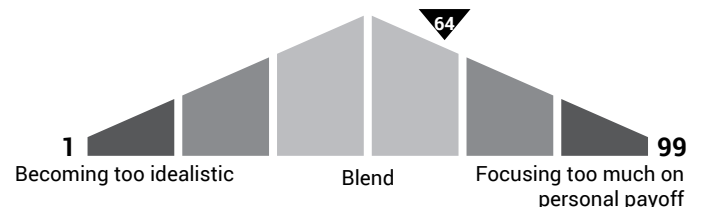
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



RESTLESSNESS

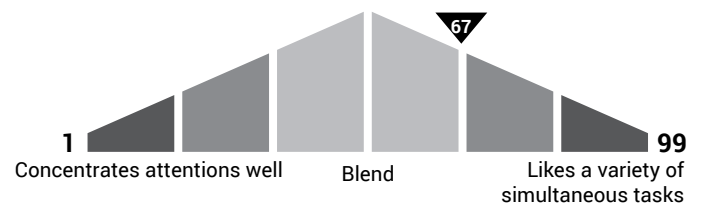
How you prefer to focus attention or change focus and seek varied activities

You think of yourself as being responsive to change. While you do indeed have strengths in this area, you are also able to resist distractions and focus your attention on the task at hand. Interruptions are handled by your ability to "compartmentalize."

Usual Behavior:

- attentive, yet concentrative
- not easily distracted
- adaptable

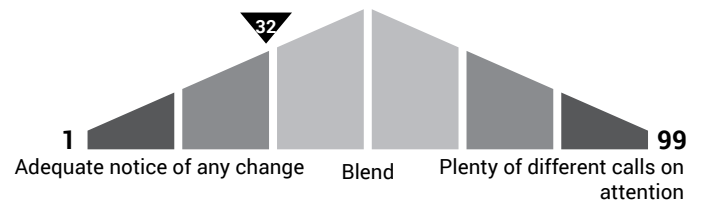
Usual Behavior



Needs:

A minimum of unexpected change is best. You need advance warning and the opportunity to "buy into" any change that affects your life or work situation.

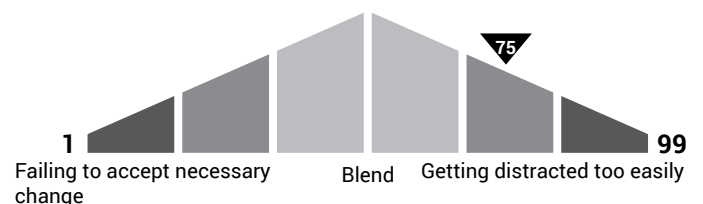
Needs



Causes of Stress:

Disruptions in your schedule tend to weaken your concentration and attentiveness. When these disruptions make you sense a loss of control, you may react by becoming resistant to even necessary changes.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- restlessness
- difficulty concentrating
- changing unnecessarily

USUAL, NEEDS & STRESS



THOUGHT

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

With primary emphasis on a thoughtful and reflective approach to decision-making, you like to consider distant as well as immediate consequences of your decisions. However, decisions concerning usual and routine matters can be made rather quickly.

Usual Behavior:

- thoughtfully decisive
- thinks before acting
- direct, but reflective

Needs:

Preferably, your responsibilities and activities should not require quick and decisive action. Under pressure, you need to feel that you have exhausted all possibilities and consequences.

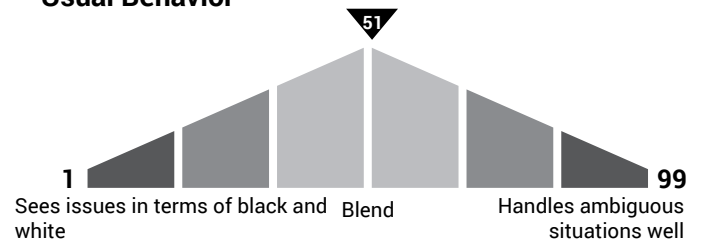
Causes of Stress:

Pressure mounts when you are hurried in your actions and when you are rushed in making judgments. Your need for careful thought makes you dread the unforeseen, and can result in needlessly postponing or evading a decision.

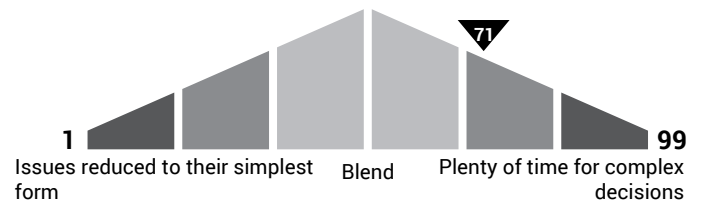
Possible Stress Reactions When Needs Are Not Met:

- becoming indecisive
- fear of the unknown
- unnecessary caution

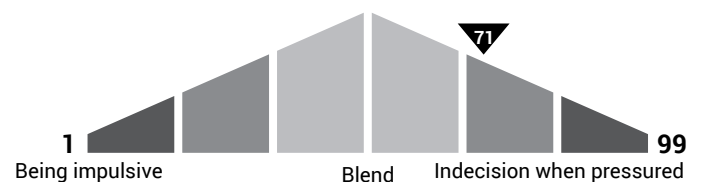
Usual Behavior



Needs



Stress Behavior





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 like working with the written word, which may involve anything from documentation to the production of marketing materials
- You are straightforward and find it fairly easy to speak your mind, even with superiors
- You meet people easily and relate well to others when they are involved in group activities
- 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 appreciate an environment where everyone wins together
- You have a high energy level, and like to be busy doing things rather than thinking about them
- You are generally logical and objective, able to get to the heart of the problem faster than people who are more emotional than you are