

BIRKMAN

PERSPECTIVES

REPORT

THIS REPORT WAS PREPARED FOR
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INTRODUCTION & PURPOSE

The Birkman Perspectives Report was created to provide insights into the perspectives that collectively make up who you are, your view of yourself, and your view of the world. These are your inner thoughts and feelings towards people, environments, and situations - both good and bad. They are relatively stable perspectives that you have developed over time.

The following pages contain information derived from some of your answers to The Birkman Method questionnaire. The parameters driving this Perspectives Report reveal attitudinal information, as opposed to behavioral information. While each of these parameters are "interpreted" independently of each other, it is possible that statements in one section may on the surface appear to be somewhat at odds with statements in other sections of the report. Therefore, please remember that the human being is a walking set of dichotomies. There is push-pull in all of us; and it is the sum of those characteristics that in part makes us the unique person we are. You are encouraged to read the entire report before making judgments or forming conclusions about the content as a whole.

Likewise, you will probably see some things in one section that seem to reinforce observations in another section. In these cases, you should view them as reinforcing each other, even when they may appear to be saying essentially the same thing. This situation will almost certainly occur if you score in the extreme (or intensely) in one or more areas.

Some of the statements in this report imply behaviors. This is unavoidable, but such statements are not to be taken as absolute, but instead to illustrate how your attitudes are likely to be revealed to others.

At the end of your Birkman Perspectives Report, you will know more about yourself, what makes you unique, and how these insights can impact you and those with whom you interact. Being empowered by this information will help you better understand yourself, how you feel in certain situations, and the underlying attitudes and perspectives that drive why you behave, think, and perceive the world the way you do.



PERSPECTIVES DASHBOARD



Distinctiveness

28



Alignment

80

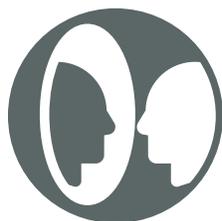


Image Management

34



Social Acuity

61



Distinctiveness

28

Distinctiveness is a measure of how much you see yourself as being similar to or different from other people. If you have a low score, you see other people as being very much like you. If you have a high score, you see other people as being different from you.



Low Scores:

"Other people are like me"

- Consistent behavioral style
- Rarely appear out-of-character
- Prefer consistency in others and environment
- More fearful of the unknown

High Scores:

"Other people are different from me"

- Range of behavioral styles
- Enjoy spontaneity
- Comfortable choosing a less popular path
- Resist perceived constraint and control



Distinctiveness

28

Understanding Your Perspective:

Your answers to the Birkman questionnaire reveal a moderately low degree of Distinctiveness. That is, compared to others, you see yourself as being more inclined toward restrained and consistent behaviors. This perspective has several implications.

Strengths of Your Perspective:

You are naturally more comfortable with the familiar, and you only abandon this approach when you perceive there is a sufficient threat to the status quo. You have an ability to rein others in when they are pushing for something that may bring unintended consequences. This is a real strength that is critical to team dynamics and team success. More than most people, you can look at situations with an analytical slant and bring objectivity to balance excessive subjectivity.

Challenges of Your Perspective:

Your strength in protecting and maintaining the status quo can work against you in situations where improvements are needed or where changes do not represent improvements to you. This is especially true when the change is being imposed on you, and your likely response will be to resist. The challenge for you is knowing when to support change and when to resist it. Information is key to your ability to determine the best approach.

How Others May Perceive this Perspective:

Most people prefer to be the one initiating change versus having change imposed on them. For you, a natural consequence of this orientation is that others may believe that you are not as open as perhaps you could be—they can easily see you as stalling, if not downright stubborn. Learn to recognize those situations, and develop a deeper understanding of how others are likely to perceive you in these times. Once you get on board, you can make important contributions to most initiatives.



Alignment

80

Alignment measures to what extent your self view is either traditional or unconventional. If you have a low score, you are more likely to have an unconventional and individualistic attitude. If you have a high score, you are more likely to have a conventional and traditional attitude.



Low Scores:

"I see myself as unconventional"

- Individualistic style
- Value doing things differently
- Exploratory, initiate own course
- Undervalue the importance of precedence

High Scores:

"I see myself as conventional"

- Traditional style
- Value precedent
- Cautious
- Apprehensive about the unexpected



Alignment

80

Understanding Your Perspective:

When you filled out the Birkman questionnaire, you described yourself in a way that is similar to the way others describe themselves. In other words, your view of yourself aligns or is very similar to the view that most people have of themselves. Such a perspective provides you with some definite advantages yet can also be frustrating for you, especially when the world doesn't conform to your preconceptions. This conventional self-perception will also influence the way other people perceive you. Let's consider some of the implications of this perspective.

Strengths of Your Perspective:

Not many people share your orientation toward "maintaining." Your natural understanding of what is appropriate is a key component to your personality, and you do not cast these values aside easily. Your perspective is rooted in both familiarity and conventionality. You intuitively understand social norms and expectations, and you maintain your position of correct behavior at almost every turn. When you make up your mind about something, you are firm in your position and conviction, and it is not easy for others to influence your point of view. You hold firm, even in times of threat, and you are no doubt seen as a person who is reliable in any situation and who can be counted on to keep your word.

Challenges of Your Perspective:

While your reliance on the tried and true is admirable, it can also become an obstacle to moving forward with important improvements. When you are not sure about some new idea or approach, it can be difficult for you to adopt a supportive stance. Your filters are strong and definite, and when things don't fit those filters, the strength can become a potential liability. Being more open to others' ideas and opinions can be very beneficial for you. You don't necessarily have to agree with everything you hear, but approaching new ideas with an open mind and an open ear will only add to your already collaborative nature.

How Others May Perceive this Perspective:

Other people certainly notice the strengths you bring to the table, mostly born of your rather traditional and conventional approach to things. Your natural tendency to cling to the tried and true is a genuine source of comfort in times of uncertainty—even for those around you. Try to get out of your comfort zone every once in a while; even traditional wisdom deserves to be challenged occasionally.

What you consider to be healthy skepticism may be interpreted by others as unnecessary opposition. In such moments, it is a good idea to make sure that all the details of your thought process are communicated to them. Remind people that you are cautious and careful by nature, and they must be supportive to your need to identify potential hazards. At the same time, work to be more open to others' ideas, even if they appear to be attacking what you deem conventional and appropriate.



Image Management

34

Image Management is a measure of how much energy you devote to managing and maintaining your public image. High scores are motivated and energized by public approval and success. Low scores value approval and success only when it is perceived to be sincere or genuinely earned.



Low Scores:

"I have a greater self-worth when I accomplish something difficult"

- Motivated by challenging goals and activities
- High expectations of self and others
- May at times set unrealistic goals
- Can over-emphasize personal shortcomings

High Scores:

"I have an intrinsic sense of self-worth"

- Naturally showcase their strengths
- Set goals that are challenging but achievable
- Discouraged when confronted with public disapproval
- Tendency to blame personal setbacks on situational factors



Image Management

34

Understanding Your Perspective:

Your answers to the Birkman questionnaire have resulted in a pattern that places you in the middle range on this perspective. This is because you were not very critical of yourself or most people. In other words, you tend to see the world as a positive place, and you do not see a huge difference between yourself and others.

Strengths of Your Perspective:

Your perception reveals an outlook that is optimistic but not naïve. You behave in a way that is appropriate, and you believe others should show up in a similar way. You have a fundamental belief in the goodness of people and an overall expectation that people generally do the right thing. Your bright and upbeat demeanor is contagious and your charm is endearing. You are quite effective in capitalizing on these traits to establish solid relationships with others.

Challenges of Your Perspective:

There are times when others go beyond the limits of what you deem appropriate, and these moments can catch you off guard and make you feel more critical than you typically are. Your high standards are not always realistic, and you can become uncharacteristically judgmental when people fall short. It is likely that others sense your disapproval through your words as well as through your body language.

How Others May Perceive this Perspective:

Even though you have high standards, you don't seek out opportunities to find fault in others—conversations that involve blame or direct criticism are not something you enjoy. However, there are times when your judgmental tone slips out, and others may interpret your comments as criticism. This may be perceived by some as a double standard. While you are well aware of your own imperfections, you prefer others not to point them out to you, especially in public. This may send the message that you are comfortable pointing out others' flaws but are less likely to address your own.



Social Acuity

61

Social Acuity measures your social perception. If you have a high score you intuitively understand that other people should follow social norms. If you have a low score you are less likely to have accurate expectations of others.



Low Scores:

"I have a unique view of the world"

- Comfortable in situations that do not follow social standards
- Accepting of less typical behaviors
- Strong sense of right and wrong based on personal experience

High Scores:

"I intuitively understand social norms"

- More sensitive to extreme behavior
- May become judgmental towards atypical behavior
- Strong sense of right and wrong based on societal convention



Social Acuity

61

Understanding Your Perspective:

Your answers to the Birkman questionnaire indicate that how you perceive others is very similar to how most people perceive others. Your perception of reality provides you with some notable advantages. Of course, it can also cause you some discomfort at times, particularly when circumstances and situations deviate from norms. How you respond to these situations is worthy of further exploration.

Strengths of Your Perspective:

Your perception of the world provides you with some behavioral assets that not everyone enjoys. The fact is, you see the world pretty accurately. This enables you to be quite accepting of a fairly wide range of behaviors, and at the same time, it allows you to understand what is appropriate and what is not. For the most part, you tend to lean toward the appropriate side of the scale.

You have a natural ability to guide and coach others without being too judgmental, but that is not to say that you aren't somewhat judgmental at times. However, you are able to evaluate others with more of an accepting attitude, making it easier for you to avoid the pitfalls of absolutes. While you likely think in terms of right and wrong, it takes a pretty serious situation for you to go there in casual conversation.

Challenges of Your Perspective:

You can sometimes have difficulty processing extreme behaviors that you observe, and these encounters can leave you confused. But for the most part, you expect nothing more or less from others than you expect from yourself, and that is a good starting point for most situations.

How Others May Perceive this Perspective:

In circumstances where you perceive others are going too far from what is acceptable, you can be pretty adamant in pointing out the inappropriateness of their behavior. In those moments, your judgmental side surfaces, and others—who are used to your generally accepting style—are likely to be a bit surprised at your outward reactions.