

Birkman

Report Catalog

**See the world
differently.**

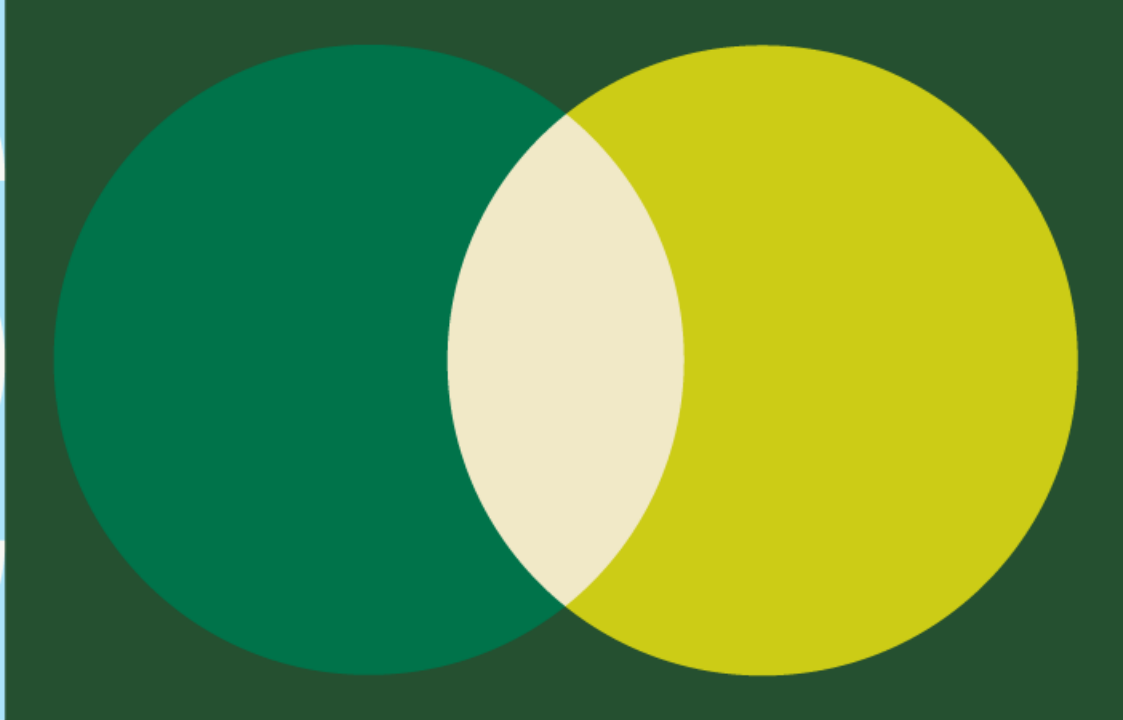


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differently.**



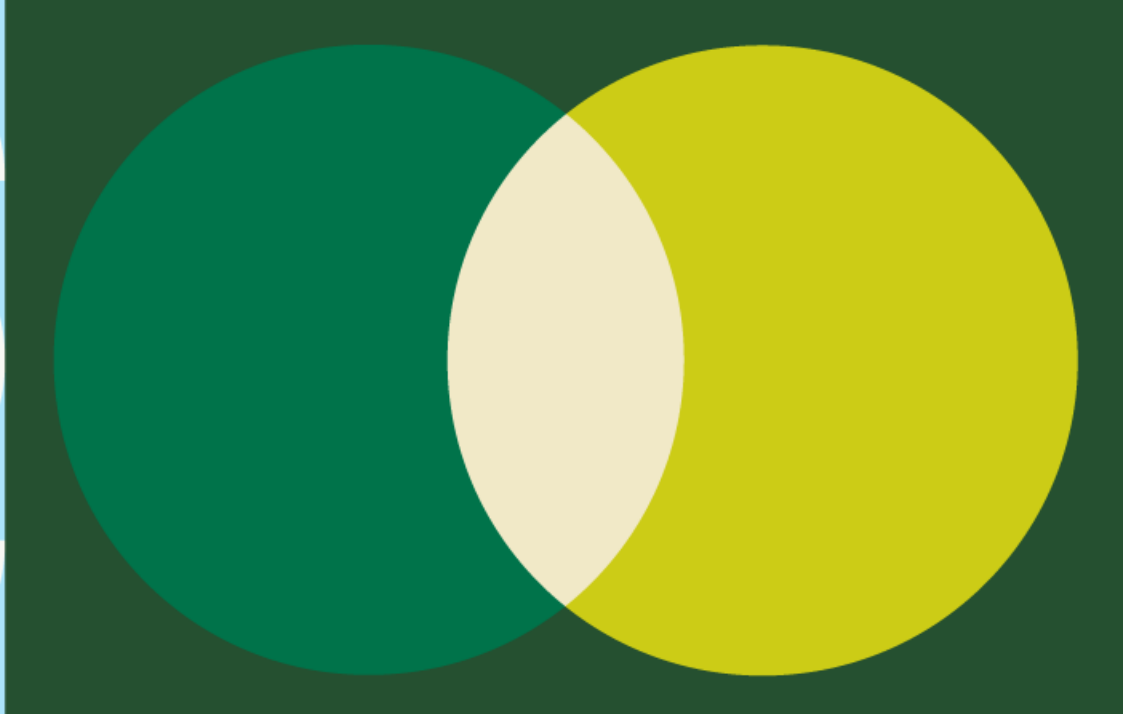
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differently.



Sample Reports

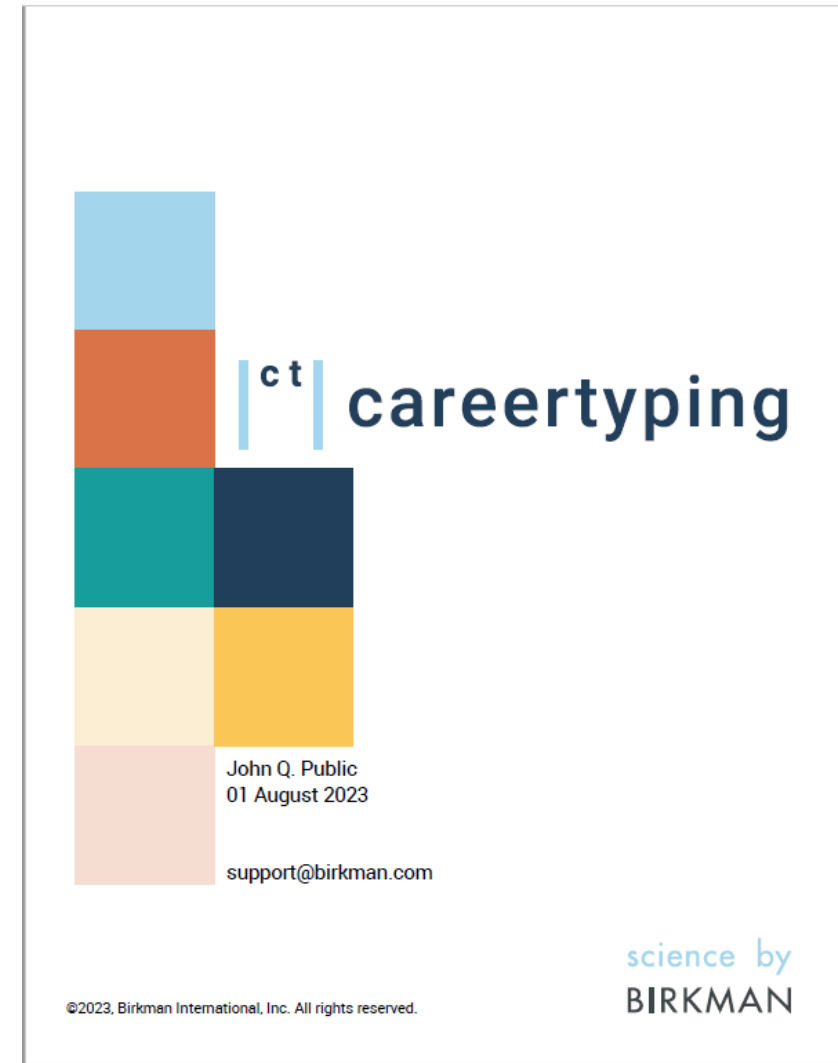
careertyping

INDIVIDUAL

Description:

The careertyping report is a customized PDF report that helps a respondent discover and take steps toward a future career. This report offers information on Birkman Interests and Management Styles. It also provides unique insights that may impact a job search.

of Pages: 16

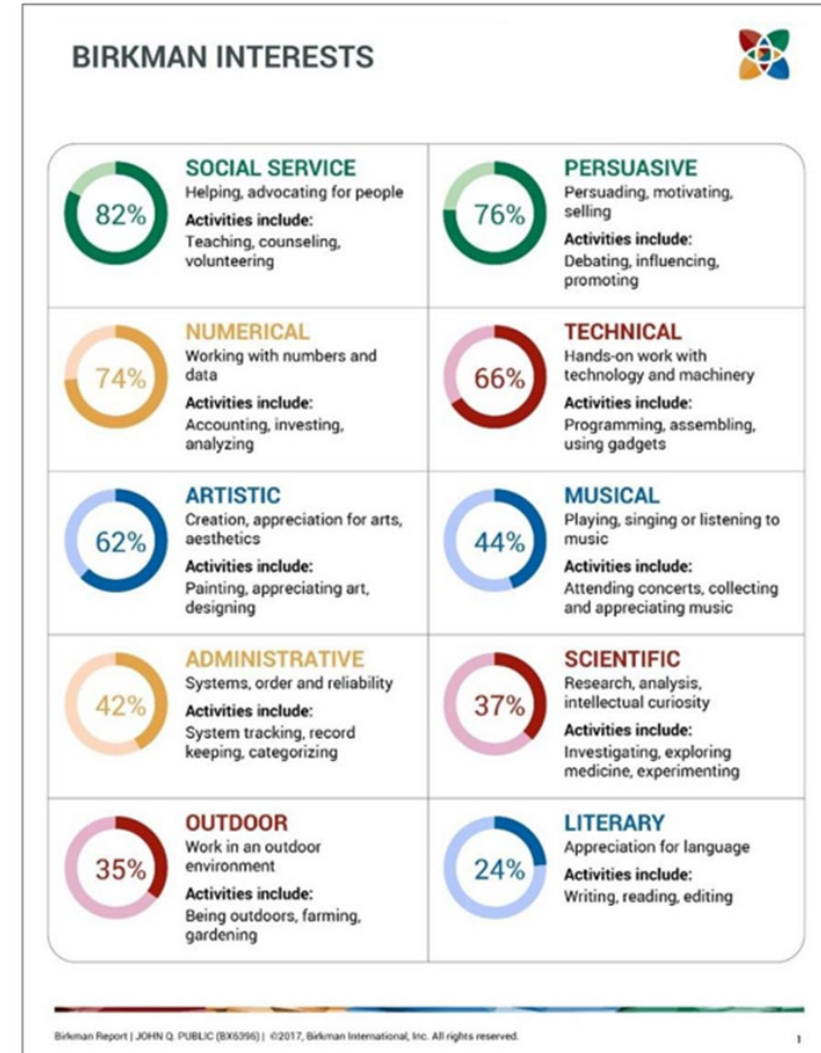


Birkman Interests INDIVIDUAL

Description:

This report lists a respondent's scores (as a percentage) for the ten Birkman Interests scales in descending order. Each Birkman Interest includes a brief description and several example activities.

of Pages: 1

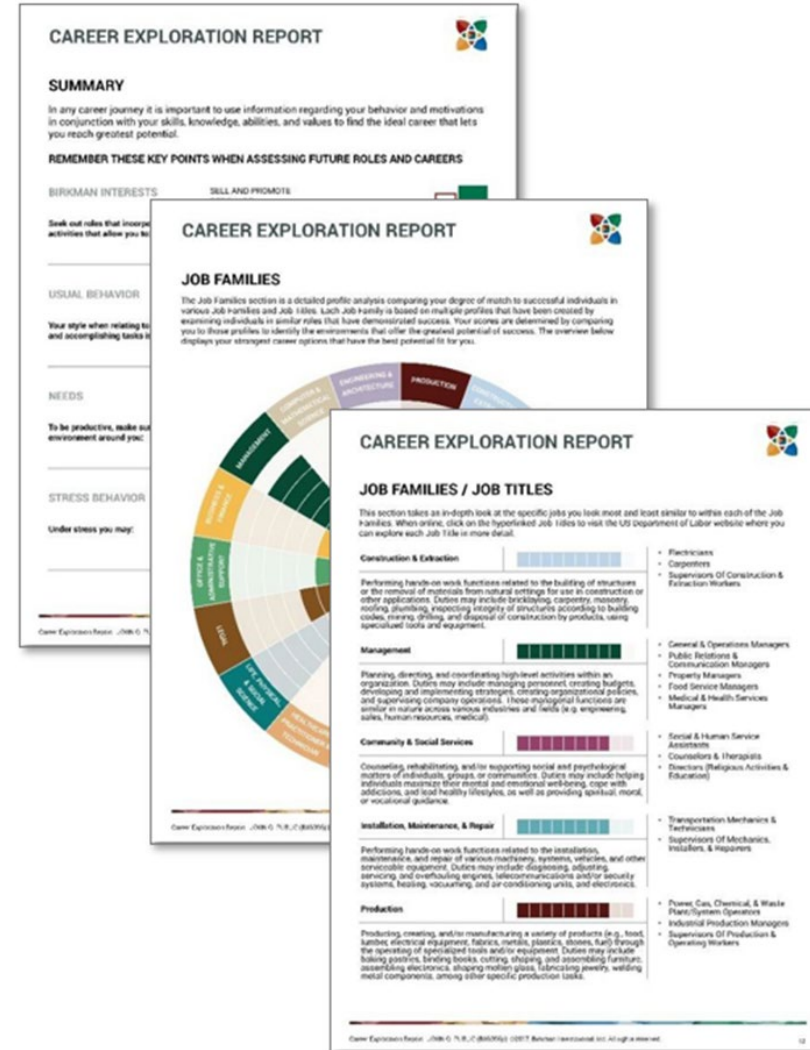


Career Exploration Report INDIVIDUAL

Description:

This report is one of the most comprehensive career tools on the market. It uses statistical data to determine the careers that can lead to occupational satisfaction, which is helpful for determining fit or exploring future opportunities within an organization.

of Pages: 16



How You Approach Interviews

INDIVIDUAL

Description:

This Insights topic addresses how you will approach job interviews. The report is divided into three sections: when you are at your best in the interview, when you are less at ease in the interview, and how you can prepare for the interview.

of Pages: 1-2

BIRKMAN INSIGHTS 

HOW YOU APPROACH JOB INTERVIEWS

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: When you are at your best in the interview

- You respond directly and unselfconsciously to questions
- You are most comfortable when the interview follows a structured format rather than being casual or informal
- You are not afraid to express your differences with the interviewer
- You are not afraid to discuss remuneration issues, particularly where these are related to competitive achievement
- You are likely to come across in the interview process as an energetic candidate
- You may well address two or more topics at the same time during the interview process

SECTION B: When you are less at ease in the interview

- You can be too direct and straightforward
- You may fail to respond adequately to social cues in the interview process
- You may become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- You may appear overly eager when money matters are raised
- You may start addressing another topic before fully answering the question that was asked

SECTION C: Preparing for the interview

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

- You should be prepared to be courteous if the interviewer is attempting to put you at ease

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The Effect of Interests on Your Work

INDIVIDUAL

Description:

This Insights topic addresses how your Interests may impact your working environment.

of Pages: 1

BIRKMAN INSIGHTS 

THE EFFECT OF INTERESTS ON YOUR WORK

The following statements are generated from your Birkman Interests scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You have an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
- You have above-average interest in promoting ideas, products, or services
- You have an unusual combination of promotional interest and an affinity for numbers. You might be effective in pre-sales or post-sales work, selling financial products or services, or positions which involve some accounting work with selling activities
- You bring a level of curiosity - perhaps an investigative or research focus - to the work that you do
- You are likely to respond well to positions which involve helping people
- You are more interested in work which helps other people than might be suspected from the rest of your interests
- You are more attuned to working with numbers than people who share your general interests
- You are not likely to be interested in positions which involve reading or writing

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The Effect of Interests on Your Work GROUP

Description:

This is the Group version of THE EFFECT OF INTERESTS ON YOUR WORK report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



THE EFFECT OF INTERESTS ON YOUR WORK

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

You have a high degree of interest in reading and/or writing. Your work should ideally have some such component to it if you are to avoid boredom. Failing that, literary hobbies are likely to offer some balance (6)

- CINDY BILLINGS
- RONALD CHALMERS
- BETSY BROWN
- JACK DEMBY
- DAN DAVIS
- JOHN DEMAGGIO

You have a high degree of interest in musical areas. Your work (or avocation) should ideally have some artistic component to it - preferably to do with music or the spoken word - if you are to avoid boredom. Musical hobbies are likely to offer some balance (4)

- CINDY BILLINGS
- JOHN DEMAGGIO
- DAN DAVIS
- JACK DEMBY

You bring a level of curiosity - perhaps an investigative or research focus - to the work that you do (3)

- JOHN Q. PUBLIC
- CHRIS COOPER
- DAN DAVIS

You are likely to respond well to positions which involve helping people (3)

- JOHN Q. PUBLIC
- CHRIS COOPER
- DAN DAVIS

You do not like working with numbers (3)

- BETSY BROWN
- DAN DAVIS
- RONALD CHALMERS

You have above-average interest in promoting ideas, products, or services (3)

- JOHN Q. PUBLIC
- DAN DAVIS
- RONALD CHALMERS


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Your Job Search INDIVIDUAL

Description:

This Insights topic addresses how you approach a job search. The report is divided into three sections: approaching your job search, when the job search becomes stressful, and finding and developing a support group and/or process.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR JOB SEARCH

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION 1: Approaching your job search

- Directly ask those you know for networking contacts
- Use your organizing approach and follow a structured plan as you pursue your job search
- Ideally, find a job that allows you to be competitive and to be paid on results
- If possible, actively start your job search as soon as you can
- You will feel you are achieving most if you pursue several different lines of inquiry at the same time

SECTION 2: When the job search becomes stressful

- Under pressure, you can be a little too terse
- You are tempted to withdraw or hide when things get tough
- You have a tendency to focus too much on what the job pays and not enough on things like work conditions
- You can find it hard to sit still and concentrate on what you committed to do, because it is easier to keep trying something new

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

- Seek the support of friends who will be direct and straightforward with you
- One or two close supporters are more beneficial to you than a group of more casual friends
- Stay away from distractions

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Your Learning Style

INDIVIDUAL

Description:

This Insights topic addresses your optimal learning style based on your Birkman Interests and Component Need scores.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR LEARNING STYLE

The following statements are generated from your Birkman Interests and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You enjoy projects which involve directly influencing the thinking of other people
- You relate well to topics or projects that deal with people, particularly social issues or matters
- You are likely to grasp numerical concepts quickly
- You like to be dealt with in a straightforward manner in one-on-one dealings with your tutor
- You prefer to be instructed in a small-group setting, or even alone where that is possible
- You do best when you can see your instructor as a natural authority figure
- You are fundamentally more concentrative than may sometimes be realized; you need opportunities to focus your attention for best performance

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Your Learning Style GROUP

Description:

This is the Group version of the YOUR LEARNING STYLE report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



YOUR LEARNING STYLE

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

You learn by reading and/or writing; you relate well to the printed word (6)	- CINDY BILLINGS - RONALD CHALMERS	- BETSY BROWN - JACK DEMBY	- DAN DAVIS - JOHN DEMAGGIO
You are fundamentally more concentrative than may sometimes be realized; you need opportunities to focus your attention for best performance (5)	- JOHN Q. PUBLIC - JACK DEMBY	- CINDY BILLINGS - JOHN DEMAGGIO	- DAN DAVIS
You learn by listening, talking, and thorough discussion (4)	- CINDY BILLINGS - JOHN DEMAGGIO	- DAN DAVIS	- JACK DEMBY
You like to be dealt with in a straightforward manner in one-on-one dealings with your tutor (4)	- JOHN Q. PUBLIC - JOHN DEMAGGIO	- CINDY BILLINGS	- JACK DEMBY
You do best when you can see your instructor as a natural authority figure (4)	- JOHN Q. PUBLIC - RONALD CHALMERS	- BETSY BROWN	- CHRIS COOPER
You prefer to be given the "broad picture" first rather than structured detail (4)	- CINDY BILLINGS - RONALD CHALMERS	- CHRIS COOPER	- DAN DAVIS
You are basically decisive and occasionally impulsive; others should encourage you to think before responding (3)	- CINDY BILLINGS	- JACK DEMBY	- JOHN DEMAGGIO

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Action Plan


INDIVIDUAL

Description:

Help your client put their Birkman results into action by including an Action Plan Template at the end of your Birkman report. The report includes text boxes that can be typed in and saved as part of the final Birkman PDF report.

of Pages: 1

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?

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Biggest Mistakes INDIVIDUAL

Description:

This Insights topic focuses on behaviors from others that may trigger frustration in you. The statements in this topic are generated from the Component Need scores.

of Pages: 1-2

BIRKMAN INSIGHTS 

BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Beating about the bush with you
- Forcing you to participate unnecessarily in group activities
- Failing to make it clear exactly who is in charge
- Interrupting when you are concentrating

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Biggest Mistakes GROUP

Description:

This is the Group version of the BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Interrupting when you are concentrating (5)	• JOHN Q. PUBLIC • JACK DEMBY	• CINDY BILLINGS • JOHN DEMAGGIO	• DAN DAVIS
Beating about the bush with you (4)	• JOHN Q. PUBLIC • JOHN DEMAGGIO	• CINDY BILLINGS	• JACK DEMBY
Failing to make it clear exactly who is in charge (4)	• JOHN Q. PUBLIC • RONALD CHALMERS	• BETSY BROWN	• CHRIS COOPER
Burdening you with unnecessary rules and procedures (4)	• CINDY BILLINGS • RONALD CHALMERS	• CHRIS COOPER	• DAN DAVIS
Constantly changing their minds about what they want from you (4)	• CINDY BILLINGS • JOHN DEMAGGIO	• BETSY BROWN	• JACK DEMBY
Forcing you to participate unnecessarily in group activities (3)	• JOHN Q. PUBLIC	• DAN DAVIS	• RONALD CHALMERS
Excluding you from team activities or questioning your popularity (3)	• BETSY BROWN	• JACK DEMBY	• JOHN DEMAGGIO
Failing to follow through on financial commitments made to you (3)	• BETSY BROWN	• CHRIS COOPER	• RONALD CHALMERS
Appearing discourteous or thoughtless with you (2)	• CHRIS COOPER	• DAN DAVIS	

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Birkman Color Key INDIVIDUAL

Description:

This is a static (non-personalized) report that summarizes what each quadrant of the Birkman Map represents. It is also a good summary description for what is meant by the four Birkman colors.

of Pages: 1

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	DOER <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>	COMMUNICATOR	GREEN
YELLOW	ANALYZER <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>	THINKER	BLUE

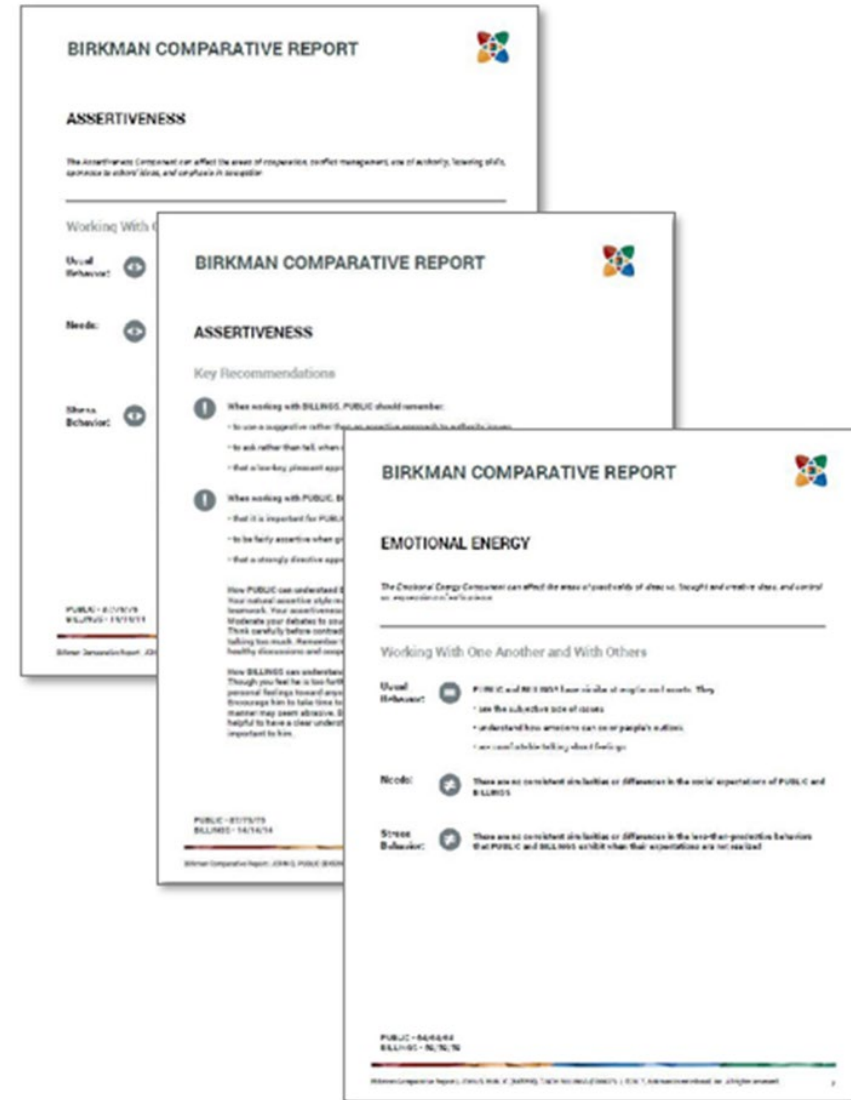
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Birkman Comparative Report COMPARATIVE

Description:

This report compares Birkman Component data between two respondents. The report highlights significant similarities and differences and includes how each respondent's strengths and expectations of one another may be beneficial or detrimental to their working relationship. In areas where there is a significant difference between Needs scores, the report offers additional insights into how each respondent can understand the other's perspective.

of Pages: 20

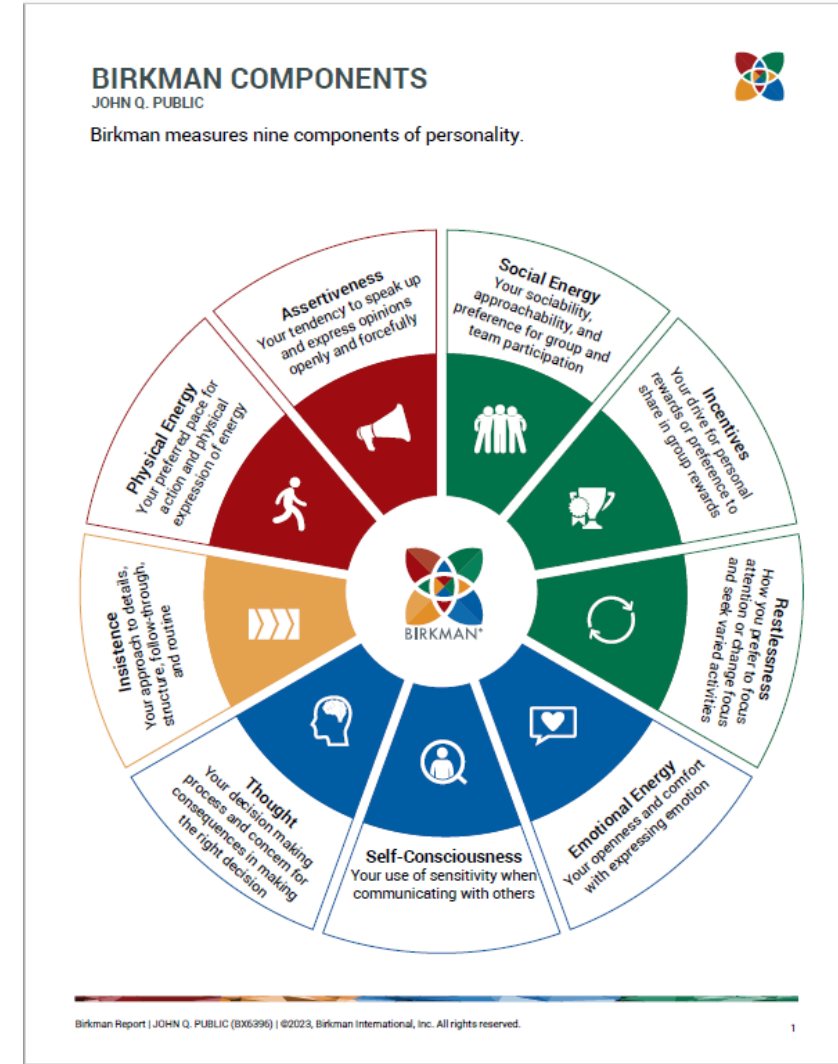


Birkman Components Wheel INDIVIDUAL

Description:

The Birkman Components Wheel is a static (non-personalized) report that provided a useful summary of the nine behavioral Components, along with their definitions and related icons.

of Pages: 1



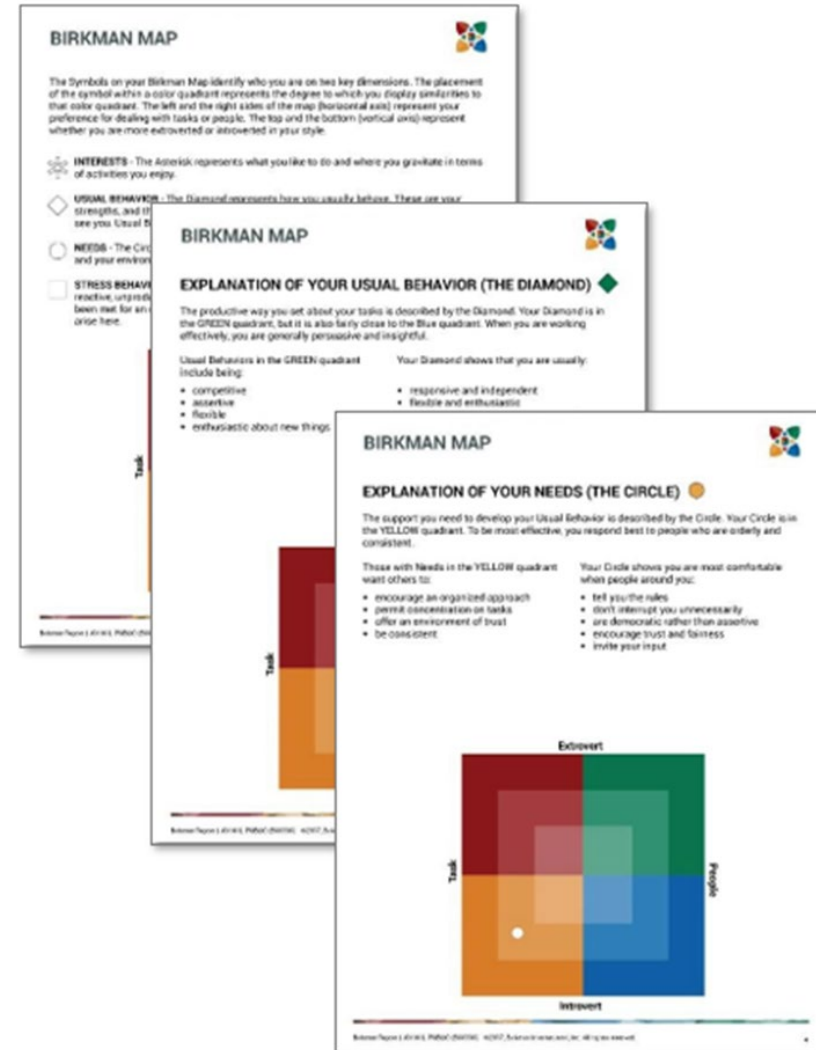
Birkman Map

INDIVIDUAL

Description:

This report provided a high-level illustration of a respondent's Birkman Map information based on the four dimensions: Interests, Usual Behavior, Needs, and Stress Behavior.

of Pages: 5



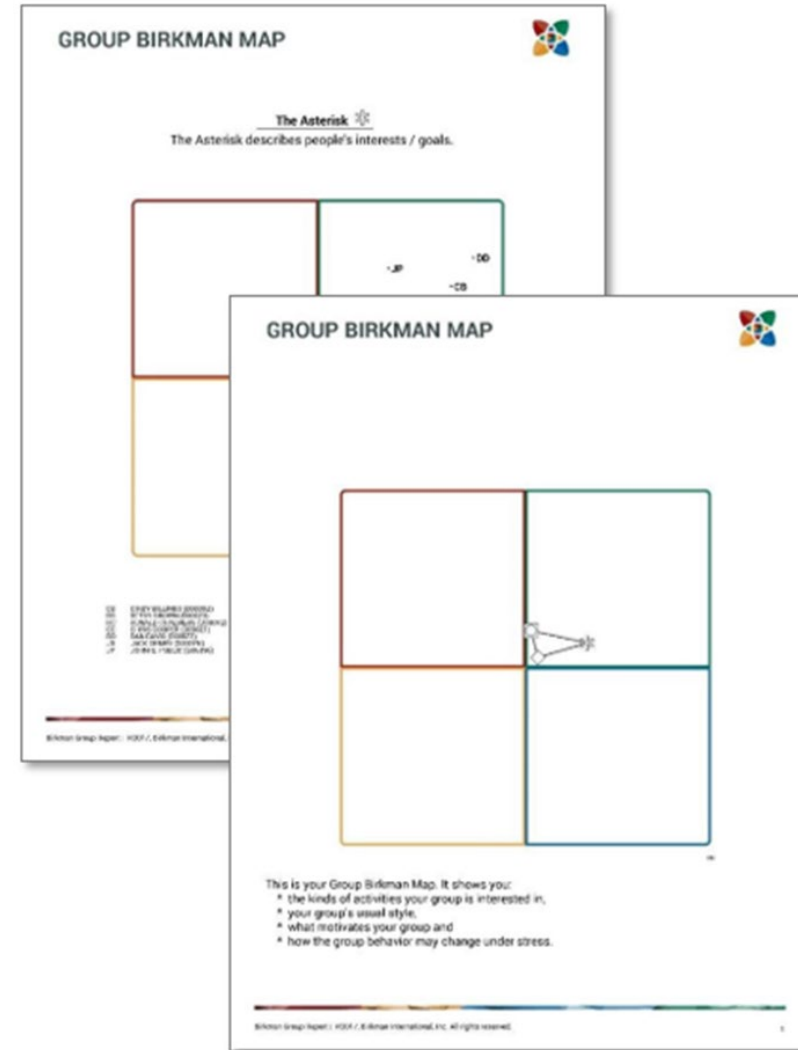
Birkman Map

GROUP

Description:

This Group report can plot multiple respondent's scores on the Birkman Map. Four dimensions are measured: Interests, Usual Behavior, Needs, and Stress Behavior.

of Pages: 4




Birkman Map Summary INDIVIDUAL

Description:

The Birkman Map Summary report offers a concise breakdown of the respondent's Interests, Usual Behavior, Needs, and Stress Behavior on the Birkman Map. A brief, meaningful description accompanies each of the sections.


of Pages: 1

BIRKMAN MAP SUMMARY



Your **GREEN** Asterisk shows that you may like to:

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




Your **GREEN** Diamond shows that you generally are:

- responsive and independent
- flexible and enthusiastic


You also tend to be:

- selectively sociable
- thoughtful
- optimistic




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

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



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

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



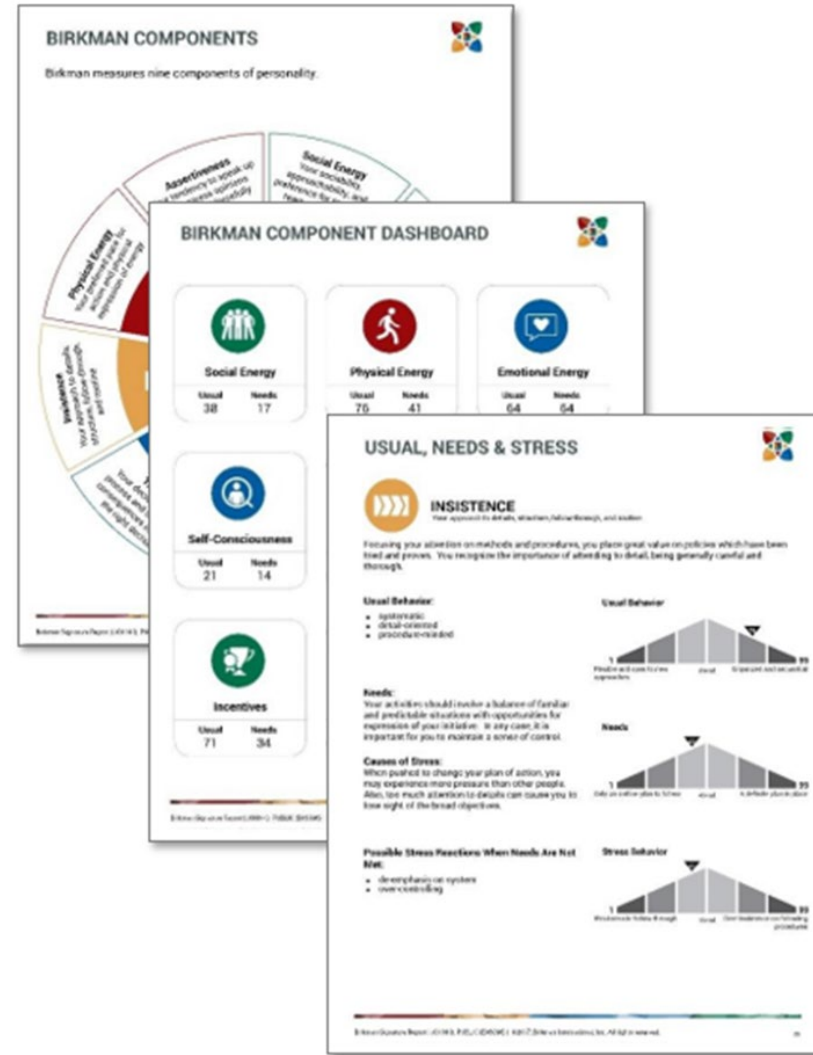
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Birkman Signature Report INDIVIDUAL

Description:

This is Birkman's premier report—the ideal report for a first-time Birkman conversation. It elegantly walks through Birkman data, starting with a welcome page and ending with an action plan utilizing a fillable PDF so you can make note of your next steps. It contains several report formats such as the Birkman Map, Birkman Interests, Birkman Components, Birkman Insights, and Career Exploration overview.

of Pages: 31




Birkman Welcome Page INDIVIDUAL

Description:

The Birkman Welcome page is a static (non-personalized) report introducing the respondent to the history and background of Birkman. It also offers the person the opportunity, through a fillable PDF, to identify the primary goal for any discussion related to the Birkman results.

of Pages: 1

WELCOME
JOHN Q. PUBLIC



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 70 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 Report?

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Coaching Page INDIVIDUAL

Description:

This is a summary of the Birkman Components information including both key strengths and suggestions for coaching. The top section summarizes a respondent's style in four key areas; the bottom section provides coaching prescriptives on each of the Birkman Components that demonstrate a significant score.

of Pages: 1

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

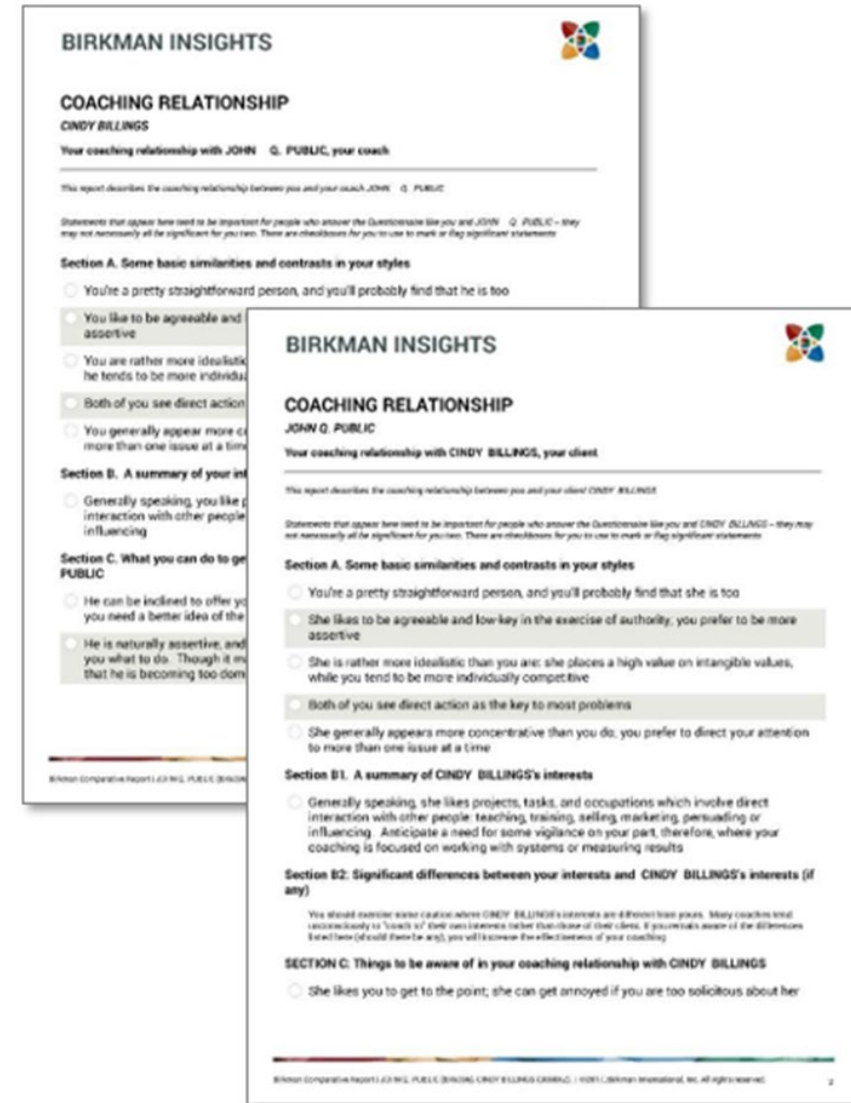
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Coaching Relationship COMPARATIVE

Description:

This Insights topic addresses the coaching relationship from the perspective of both the coach and the coachee. The report is divided into three sections: basic similarities and contrasts in your styles, a summary of your Birkman Interests, and what you can do to get the most from your coaching relationship

of Pages: 1-2

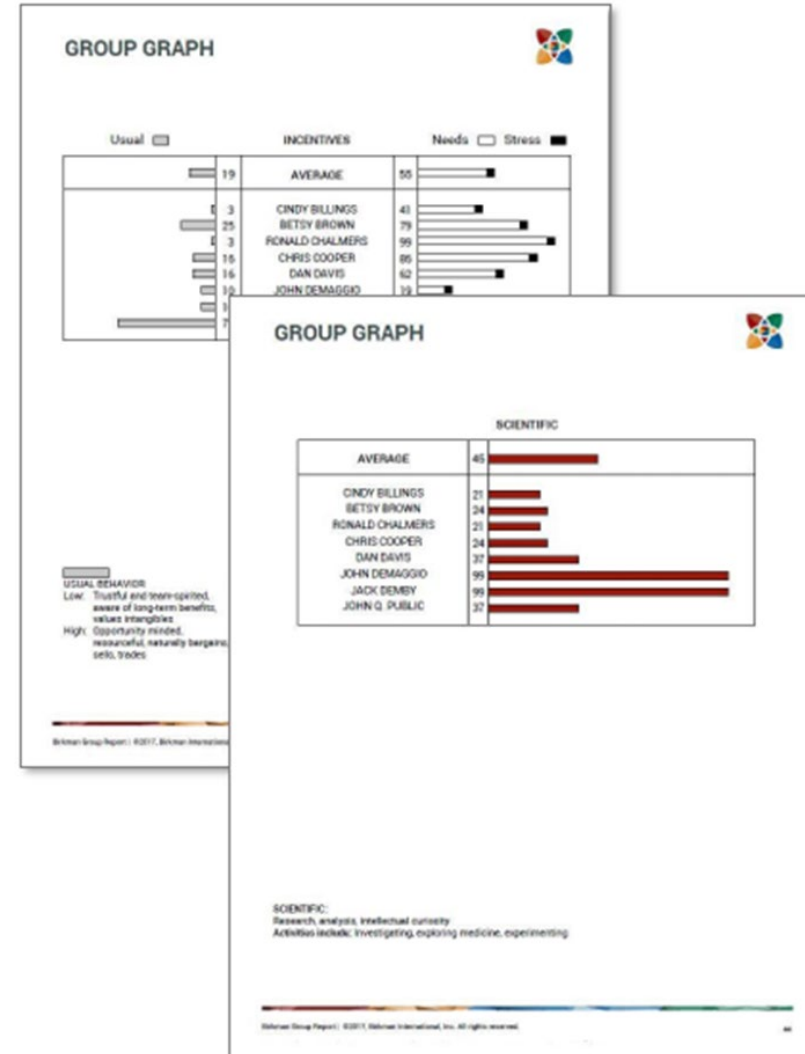


Group Graph GROUP

Description:

This is a Group report that displays Birkman Interests and/or Birkman Components scores using bar graphs for easy visual comparison.

of Pages: Multiple pages dependent on the size of group




Handling Conflict INDIVIDUAL

Description:

This Insights topic addresses conflict. The report is divided into three sections: effective approach to handling conflict (Component Usual scores), less effective approach to handling conflict (Component Stress scores), and prescriptives to increase effectiveness at handling conflict (Component Need scores).

of Pages: 1-2

BIRKMAN INSIGHTS 

HANDLING CONFLICT

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: Your effective approach to handling conflict

- Engage directly with key players, instead of attempting to avoid the issue
- Prefer to take a structured or step-by-step approach to dealing with conflict
- A naturally authoritative person, you find it easy to direct conflict situations, even if other people try to dominate
- Understand that people are often in conflict because each one of them wants to win, and so look for solutions that can preserve that competitive element between them
- See action rather than reflection as the key to solving conflict issues
- You believe that it's often the secondary issues that cause conflict, and you like to investigate those

SECTION B: Your less effective approach

- Can be too terse and direct with some individuals, sometimes upsetting them without realizing it
- Can be too resistive in handling conflict issues in a group setting
- Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people
- Conflict can become an opportunity for you to win, perhaps at the expense of others
- Secondary or less relevant issues can start to assume a disproportionately large importance

SECTION C: Increasing your effectiveness

- Get advice and input from key individuals who will be direct and straightforward with you
- If possible, get away from the group for at least a while and reconsider the issues

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Handling Conflict GROUP

Description:

This is the Group version of the HANDLING CONFLICT report.

of Pages: Multiple pages dependent on the size of group


GROUP INSIGHTS			
HANDLING CONFLICT			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Engage directly with key players, instead of attempting to avoid the issue (8)	<ul style="list-style-type: none"> JOHN Q. PUBLIC CHRIS COOPER JACK DEMBY 	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS
See action rather than reflection as the key to solving conflict issues (7)	<ul style="list-style-type: none"> JOHN Q. PUBLIC DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> CINDY BILLINGS RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Prefer to try and find common ground between people who are in conflict, rather than determine who's going to win or lose (7)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Prefer to take a structured or step-by-step approach to dealing with conflict (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Generally prefer that conflict issues be handled openly in meetings (6)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Have the ability to keep your focus on key issues in conflict situations (5)	<ul style="list-style-type: none"> CINDY BILLINGS JACK DEMBY 	<ul style="list-style-type: none"> DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> RONALD CHALMERS

How to Talk to You INDIVIDUAL

Description:

This Insights topic focuses on a respondent's preferred communication style. The statements are generated from the Component Need scores.

of Pages: 1

BIRKMAN INSIGHTS 

HOW YOU PREFER OTHERS TALK TO YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Get to the point. Don't worry too much about hurting your feelings
- If the subject is important, talk to you alone
- Don't be afraid to disagree openly with you as long as you appear to be relishing active debate
- Keep irrelevant matters to an absolute minimum

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How to Talk to You GROUP

Description:

This is the Group version of the HOW YOU PREFER OTHERS TALK TO YOU report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
HOW YOU PREFER OTHERS TALK TO YOU			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Keep irrelevant matters to an absolute minimum (5)	• JOHN Q. PUBLIC • JACK DEMBY	• CINDY BILLINGS • JOHN DEMAGGIO	• DAN DAVIS
Get to the point. Don't worry too much about hurting your feelings (4)	• JOHN Q. PUBLIC • JOHN DEMAGGIO	• CINDY BILLINGS	• JACK DEMBY
Don't be afraid to disagree openly with you as long as you appear to be relishing active debate (4)	• JOHN Q. PUBLIC • RONALD CHALMERS	• BETSY BROWN	• CHRIS COOPER
Where possible, present you with the big idea first and then wait for your response before offering more detail (4)	• CINDY BILLINGS • RONALD CHALMERS	• CHRIS COOPER	• DAN DAVIS
Present the matter in categorical terms – "should we proceed or not?" (4)	• CINDY BILLINGS • JOHN DEMAGGIO	• BETSY BROWN	• JACK DEMBY
If the subject is important, talk to you alone (3)	• JOHN Q. PUBLIC	• DAN DAVIS	• RONALD CHALMERS
Approach you initially in a group first – then ask for a word alone if the issue requires it (3)	• BETSY BROWN	• JACK DEMBY	• JOHN DEMAGGIO
If there is a financial component to discussions, emphasize it freely, particularly where you will benefit personally (3)	• BETSY BROWN	• CHRIS COOPER	• RONALD CHALMERS


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How to Work with You INDIVIDUAL

Description:

This Insights topic addresses how you prefer other respondent's work with you. The statements are generated from the Component Need scores.

of Pages: 1

BIRKMAN INSIGHTS 

HOW YOU PREFER OTHERS WORK WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Be direct and straightforward
- Don't force group interaction on you constantly
- You need to see your manager as an authority figure, if you are to avoid overstepping your bounds
- Don't distract you with multiple concerns if it can be avoided

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How to Work with You GROUP

Description:

This is the Group version of the HOW YOU PREFER OTHERS WORK WITH YOU report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
HOW YOU PREFER OTHERS WORK WITH YOU			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Don't distract you with multiple concerns if it can be avoided (5)	- JOHN Q. PUBLIC - JACK DEMBY	- CINDY BILLINGS - JOHN DEMAGGIO	- DAN DAVIS
Be direct and straightforward (4)	- JOHN Q. PUBLIC - JOHN DEMAGGIO	- CINDY BILLINGS	- JACK DEMBY
You need to see your manager as an authority figure, if you are to avoid overstepping your bounds (4)	- JOHN Q. PUBLIC - RONALD CHALMERS	- BETSY BROWN	- CHRIS COOPER
Avoid imposing structured plans on you if at all possible (4)	- CINDY BILLINGS - RONALD CHALMERS	- CHRIS COOPER	- DAN DAVIS
Offer you opportunities for quick decisions and a minimum of ambiguity (4)	- CINDY BILLINGS - JOHN DEMAGGIO	- BETSY BROWN	- JACK DEMBY
Don't force group interaction on you constantly (3)	- JOHN Q. PUBLIC	- DAN DAVIS	- RONALD CHALMERS
Be careful not to exclude you from group activities (3)	- BETSY BROWN	- JACK DEMBY	- JOHN DEMAGGIO
Be sure to offer you concrete, material rewards (3)	- BETSY BROWN	- CHRIS COOPER	- RONALD CHALMERS

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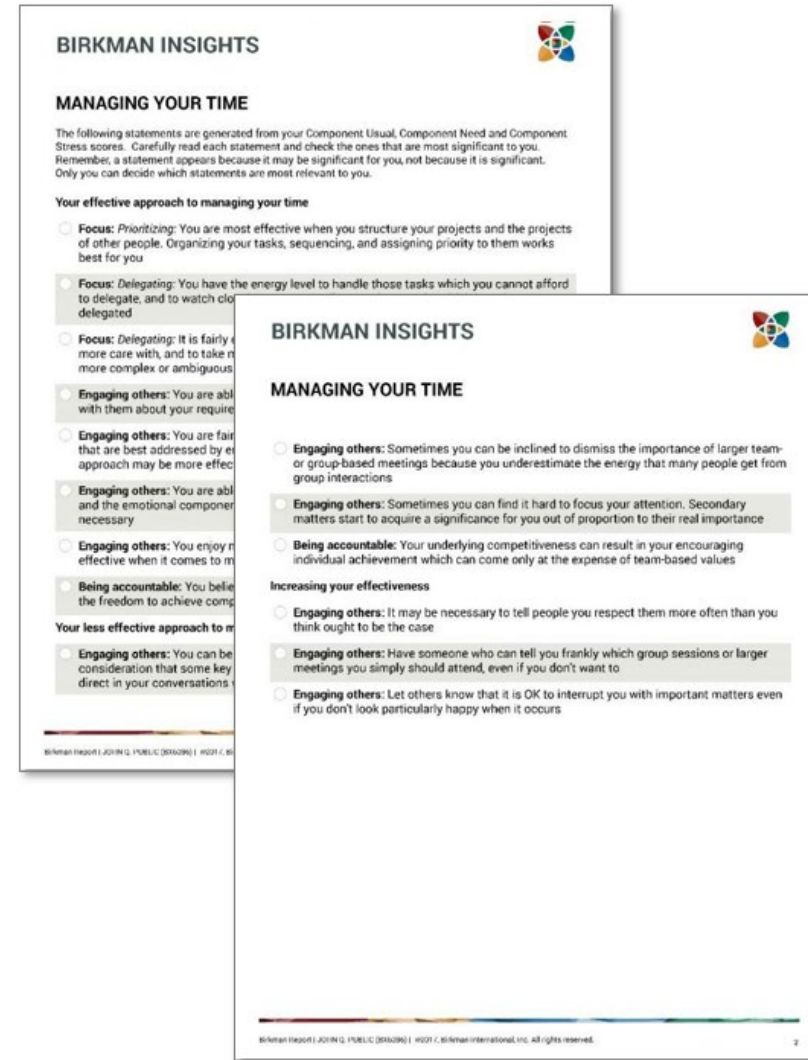
Managing Your Time

INDIVIDUAL

Description:

This Insights topic addresses how you manage your time. The report is divided into three sections: your effective approach, your less effective approach, and increasing your effectiveness. The statements are generated from your Component Usual, Component Need, and Component Stress scores.

of Pages: 2




Managing Your Time GROUP

Description:

This is the Group version of the MANAGING YOUR TIME report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



MANAGING YOUR TIME

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

Engaging others: You are able to engage key individuals by being direct and straightforward with them about your requirements and your expectations of them (8)

- JOHN Q. PUBLIC
- CHRIS COOPER
- JACK DEMBY
- CINDY BILLINGS
- DAN DAVIS
- JOHN DEMAGGIO
- BETSY BROWN
- RONALD CHALMERS

Focus: Delegating: You have the energy level to handle those tasks which you cannot afford to delegate, and to watch closely or even contribute to those tasks which have been delegated (7)

- JOHN Q. PUBLIC
- DAN DAVIS
- JOHN DEMAGGIO
- CINDY BILLINGS
- RONALD CHALMERS
- CHRIS COOPER
- JACK DEMBY

Being accountable: You hold yourself to certain ideals and principles, and you prefer your team to value them, too (7)

- CINDY BILLINGS
- DAN DAVIS
- JOHN DEMAGGIO
- BETSY BROWN
- RONALD CHALMERS
- CHRIS COOPER
- JACK DEMBY

Focus: Prioritizing: You are most effective when you structure your projects and the projects of other people. Organizing your tasks, sequencing, and assigning priority to them works best for you (6)

- JOHN Q. PUBLIC
- RONALD CHALMERS
- BETSY BROWN
- JACK DEMBY
- CHRIS COOPER
- JOHN DEMAGGIO

Engaging others: You can be effective engaging others on a team or group basis: you are naturally friendly, and understand how to relate to people in larger numbers (6)

- CINDY BILLINGS
- DAN DAVIS
- BETSY BROWN
- JACK DEMBY
- CHRIS COOPER
- JOHN DEMAGGIO

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Money and Trust

INDIVIDUAL

Description:

This Insights topic addresses your approach to money and trust. The report is divided into two sections. The first section addresses potential reactions when money matters become stressful. The second section offers suggestions for the best type of respondent to work with to manage your money.

of Pages: 1-2

BIRKMAN INSIGHTS



MONEY AND TRUST

The following statements are generated from your Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION 1: When money matters become stressful, you may:

- Become too terse, abrupt, and direct with key people - your family, close friends, or advisers
- Be too secretive about your financial affairs, even when talking about them in a group setting might be beneficial to you
- Become overbearing or domineering with advisers or family when you are feeling afraid or insecure
- Be inclined to distrust even those who are working on your behalf because you suspect they are mainly out for themselves
- Want to constantly change your investment or savings patterns when long-term thinking is the best approach

SECTION 2: It is suggested you work with:

- Someone who will "give it to you straight" rather than sparing your feelings
- Someone who understands your need to talk over matters privately
- Someone who is not afraid to argue with you if he or she thinks you are wrong or misguided
- Someone whom you are happy to see rewarded if he or she does a good job with your finances
- Someone who concentrates his or her attentions on you and your financial concerns

Motivating You GROUP

Description:

This is the Group version of the MOTIVATING YOU FOR BEST PERFORMANCE report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
MOTIVATING YOU FOR BEST PERFORMANCE			
Particularly responsive to situations where you can help others (3)	• JOHN Q. PUBLIC	• CHRIS COOPER	• DAN DAVIS
Others should be decisive and not change their minds later for you to feel self-motivated (3)	• CINDY BELLINGS	• JACK DEMBY	• JOHN DEMAGGIO
Respond readily to opportunities to influence others directly (3)	• JOHN Q. PUBLIC	• DAN DAVIS	• RONALD CHALMERS
Are most self-motivated when allowed some time to work alone or with a very small group (3)	• JOHN Q. PUBLIC	• DAN DAVIS	• RONALD CHALMERS
Enjoy understanding the link between theory and practice in your chosen field (2)	• JACK DEMBY	• JOHN DEMAGGIO	
Don't force you to make fast decisions (2)	• CHRIS COOPER	• DAN DAVIS	
Tend to be more self-inspired in a structured environment (2)	• JACK DEMBY	• JOHN DEMAGGIO	
Driven by ideals and principles as much as by concrete incentive (2)	• JACK DEMBY	• JOHN DEMAGGIO	
Offer emotional support if you seem reluctant to perform (2)	• DAN DAVIS	• RONALD CHALMERS	

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Motivating You INDIVIDUAL

Description:

This Insights topic addresses how you are best motivated by analyzing your Birkman Interests and Component Need scores.

of Pages: 1

BIRKMAN INSIGHTS 

MOTIVATING YOU FOR BEST PERFORMANCE

The following statements are generated from your Birkman Interests scores and your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Respond readily to opportunities to influence others directly
- Particularly responsive to situations where you can help others
- Motivated by tasks involving numbers or statistics
- Prefer direct, no-nonsense instructions and encouragement
- Are most self-motivated when allowed some time to work alone or with a very small group
- Most effective when directed by someone you see as a natural authority figure
- Let you concentrate – others shouldn't interrupt if it's avoidable

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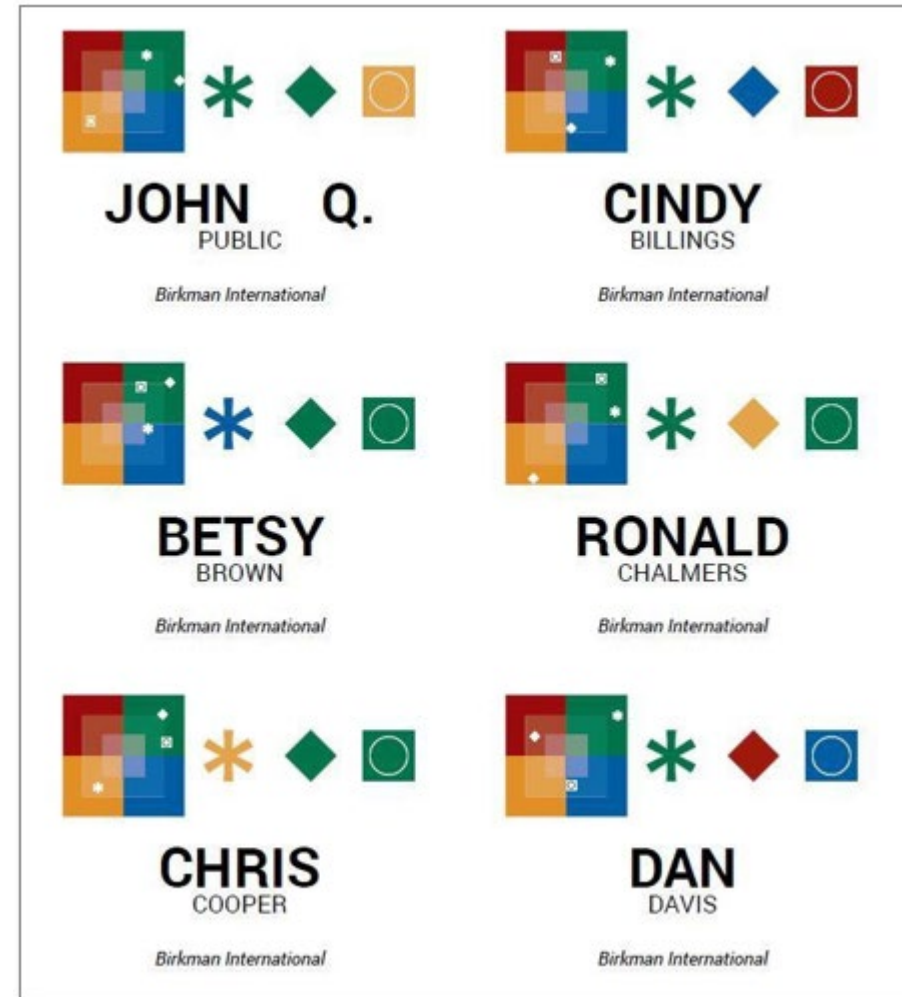
Name Tags

GROUP

Description:

This Name Tag feature allows you to print custom name tags using each respondent's Birkman Map information.

of Pages: 1



Relational Disrupters

INDIVIDUAL

Description:

This Insights topic addresses where problems may occur in relationships. The report is divided into three sections: how you may upset others without intending to do so, how others may unintentionally annoy you, and how to avoid “derailers” and become more effective.

of Pages: 2




Relational Disrupters GROUP

Description:

This is the Group version of the RELATIONAL DISRUPTERS report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



RELATIONAL DISRUPTERS

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic (8)

- JOHN Q. PUBLIC
- CHRIS COOPER
- JACK DEMBY
- CINDY BILLINGS
- DAN DAVIS
- JOHN DEMAGGIO
- BETSY BROWN
- RONALD CHALMERS

You are naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers (7)

- JOHN Q. PUBLIC
- DAN DAVIS
- JOHN DEMAGGIO
- CINDY BILLINGS
- RONALD CHALMERS
- CHRIS COOPER
- JACK DEMBY

You believe that benefits for the team as a whole are more important than individualized incentives, and some of your co-workers may be more competitive than you think (7)

- CINDY BILLINGS
- DAN DAVIS
- JOHN DEMAGGIO
- BETSY BROWN
- RONALD CHALMERS
- CHRIS COOPER
- JACK DEMBY

You are organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them (6)

- JOHN Q. PUBLIC
- RONALD CHALMERS
- BETSY BROWN
- JACK DEMBY
- CHRIS COOPER
- JOHN DEMAGGIO

You are friendly and work well with larger groups, and this may cause you to overlook the fact that some co-workers may respond better if you approach them individually or in smaller groups (6)

- CINDY BILLINGS
- DAN DAVIS
- BETSY BROWN
- JACK DEMBY
- CHRIS COOPER
- JOHN DEMAGGIO

You like to focus on one thing at a time, and that might be frustrating for those co-workers who expect you to handle several issues simultaneously (5)

- CINDY BILLINGS
- JACK DEMBY
- DAN DAVIS
- JOHN DEMAGGIO
- RONALD CHALMERS

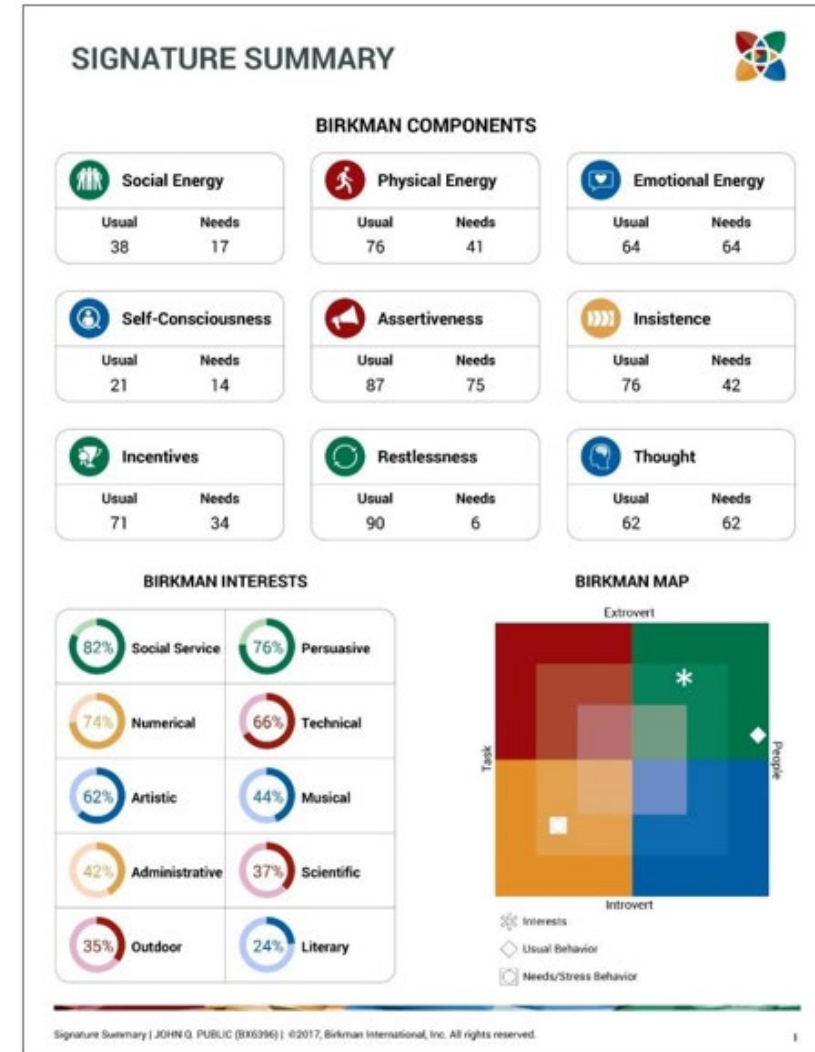
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Signature Summary INDIVIDUAL

Description:

This report summarizes the scores found within the Birkman Signature Report.

of Pages: 1

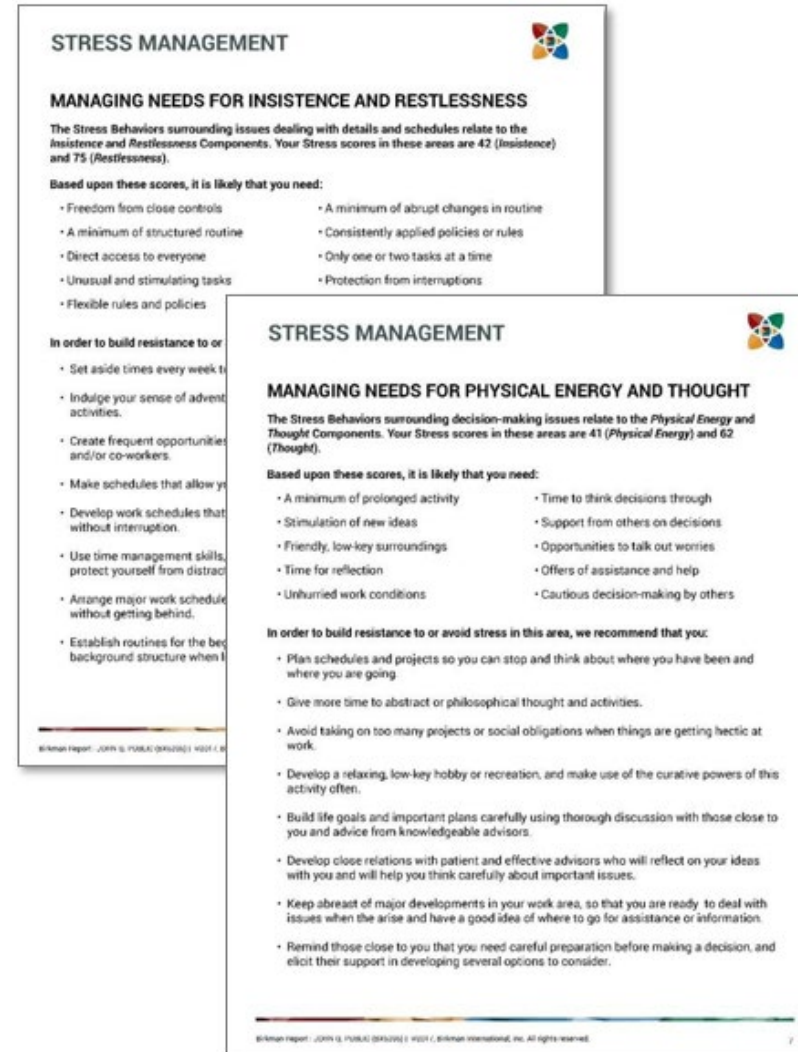


Stress Management INDIVIDUAL

Description:

The Stress Management report displays written summaries of possible areas of individual stress in the following areas: interpersonal relations, dealing with schedules or detail, handling conflict, and making decisions. The report also provides valuable prescriptive information to increase resiliency and reduce stress.

of Pages: 7



Usual, Needs & Stress INDIVIDUAL

Description:

This report uses narrative and graphs to identify a respondent's Usual Behavior, Needs, and possible Stress Behavior for the nine Birkman Components.

of Pages: 9

The image displays three overlapping pages from a Birkman report, each titled 'USUAL, NEEDS & STRESS'. The top page is for 'EMOTIONAL ENERGY', the middle for 'ASSERTIVENESS', and the bottom for 'RESTLESSNESS'. Each page includes a descriptive paragraph, a 'Usual Behavior' section with a bulleted list, a 'Needs' section, a 'Causes of Stress' section, and a 'Possible Stress Reactions When Needs Are Not Met' section. The bottom page also features three graphs: 'Usual Behavior', 'Needs', and 'Stress Behavior', each represented by a bar chart with a peak and a trough. The Birkman logo is visible in the top right corner of each page.

Your Possible Challenges

INDIVIDUAL

Description:

This Insights topic addresses possible challenges you may encounter in your less effective style. The statements are generated from the Component Stress scores.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR POSSIBLE CHALLENGES

The following statements are generated from your Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Can be unaware of the extent to which you are brusque or dismissive
- Can ignore social convention
- Become domineering, even aggressive
- Too tempted by short-term payoffs and by winning at any price
- Find it hard to concentrate, are too easily distracted

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Your Possible Challenges GROUP

Description:

This is the Group version of the YOUR POSSIBLE CHALLENGES report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



YOUR POSSIBLE CHALLENGES

Too easily hurt by insensitive remarks (2)	• CHRIS COOPER	• DAN DAVIS
Can see the worst possibilities, tend toward negative feelings (2)	• DAN DAVIS	• RONALD CHALMERS
Can become too rigid and precedent-oriented (2)	• JACK DEMBY	• JOHN DEMAGGIO
May become ineffectual when hard bargaining is required (2)	• JACK DEMBY	• JOHN DEMAGGIO
Are busy for its own sake, engage in unnecessary activity (2)	• JACK DEMBY	• JOHN DEMAGGIO
Tend to prefer tacit opposition to making an open challenge (1)	• CINDY BILLINGS	
Find it hard to concentrate, are too easily distracted (1)	• JOHN Q. PUBLIC	
Lose energy, are tempted to find the easy way out (1)	• RONALD CHALMERS	

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2

Your Strengths INDIVIDUAL

Description:

This Insights topic focuses on the strengths that make you uniquely you. The scores are generated from the Birkman Interests and Component Usual scores.

of Pages: 1

BIRKMAN INSIGHTS 

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

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Your Strengths GROUP

Description:

This is the Group version of the YOUR STRENGTHS report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



YOUR STRENGTHS

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

You are straightforward and find it fairly easy to speak your mind, even with superiors (8)	- JOHN Q. PUBLIC - CHRIS COOPER - JACK DEMBY	- CINDY BILLINGS - DAN DAVIS - JOHN DEMAGGIO	- BETSY BROWN - RONALD CHALMERS
You have a high energy level, and like to be busy doing things rather than thinking about them (7)	- JOHN Q. PUBLIC - DAN DAVIS - JOHN DEMAGGIO	- CINDY BILLINGS - RONALD CHALMERS	- CHRIS COOPER - JACK DEMBY
You appreciate an environment where everyone wins together (7)	- CINDY BILLINGS - DAN DAVIS - JOHN DEMAGGIO	- BETSY BROWN - RONALD CHALMERS	- CHRIS COOPER - JACK DEMBY
You meet people easily and relate well to others when they are involved in group activities (6)	- CINDY BILLINGS - DAN DAVIS	- BETSY BROWN - JACK DEMBY	- CHRIS COOPER - JOHN DEMAGGIO
You are structured and organized in your thinking and approach, and you bring these tendencies to the work you do (6)	- JOHN Q. PUBLIC - RONALD CHALMERS	- BETSY BROWN - JACK DEMBY	- CHRIS COOPER - JOHN DEMAGGIO
You like working with the written word, which may involve anything from documentation to the production of marketing materials (6)	- CINDY BILLINGS - RONALD CHALMERS	- BETSY BROWN - JACK DEMBY	- DAN DAVIS - JOHN DEMAGGIO
You can concentrate your attentions on the task at hand (5)	- CINDY BILLINGS - JACK DEMBY	- DAN DAVIS - JOHN DEMAGGIO	- RONALD CHALMERS


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A Guide For Your Sales Manager INDIVIDUAL

Description:

This topic serves as a guide for your sales manager on how to best work with you. The report is divided into three sections: What you tend to do well, what your manager can do to increase your effectiveness, and what may happen if you are not managed properly.

of Pages: 1-2

BIRKMAN INSIGHTS 

A GUIDE FOR YOUR SALES MANAGER

The following statements are generated from your Birkman Interests, Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: What you tend to do well

- You are persuasive
- You tend to believe that your company's product or service genuinely helps the customer
- You are interested in the "numbers"
- You get to the point
- You tend to be organized
- You naturally like to take charge
- You are competitive
- You are energetic
- You can handle several things at the same time

SECTION B: What your manager can do to increase your effectiveness

- Your manager can be sure you have the written materials or know where to get them
- Your manager can give it to you straight
- Your manager shouldn't force you to attend group or team sessions if it's not really necessary
- Your manager can tell, rather than suggest
- Your manager shouldn't interrupt you unnecessarily

SECTION C: What may happen if your manager doesn't manage you correctly

- You may not have the written materials you need
- You may become too direct with the prospect

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Accountability

INDIVIDUAL

Description:

This Insights topic focuses on accountability. The report is divided into three sections: how you encourage accountability in others (Component Usual scores), how others can encourage accountability with you (Component Need scores), and what happens to your accountability when things go wrong (Component Stress scores).

of Pages: 1-2

BIRKMAN INSIGHTS 

ACCOUNTABILITY

The following statements are generated from your Birkman Interests, Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: How you encourage accountability in others

- Believe in direct involvement with the task at hand or the people who are working on that task as a key to accountability; not too inclined to rely on formal procedures or innovative planning as a means of keeping yourself or others accountable
- Tend to be direct and straightforward with people when asking for accountability
- Inclined to take a structured approach to requesting or enforcing accountability
- Not afraid to use your natural authority when seeking accountability in others
- Believe that, while some people can be trusted to take responsibility, others may need to be reminded of their obligations or they may be tempted to avoid them
- Believe that accountability means taking appropriate action; not inclined to sit back and reflect when carrying out your responsibilities

SECTION B: How others can encourage your accountability

- Straight talk will ultimately achieve more with you than being concerned about your deeper sensitivities
- Talk to you alone or in a small meeting, depending on the context; don't single you out in larger gatherings
- It's usually all right to be fairly forceful with you – you respect natural authority figures

SECTION C: When things go wrong

- May appear insensitive to the way your actions, or lack of them, impact others
- Can find it difficult to see your responsibilities in terms of how they affect others in the team or the larger group
- May become domineering or provocative when discussing accountability issues
- When under stress, may be too inclined to take a "what's in it for me" attitude


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Accountability GROUP

Description:

This is the Group version of the ACCOUNTABILITY report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
			
ACCOUNTABILITY			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Tend to be direct and straightforward with people when asking for accountability (8)	<ul style="list-style-type: none"> JOHN Q. PUBLIC CHRIS COOPER JACK DEMBY 	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS
Believe that accountability, by its very nature, is not something that is enforced, but is an ideal to which people should naturally subscribe (7)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Believe that accountability means taking appropriate action; not inclined to sit back and reflect when carrying out your responsibilities (7)	<ul style="list-style-type: none"> JOHN Q. PUBLIC DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> CINDY BILLINGS RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Inclined to take a structured approach to requesting or enforcing accountability (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
May become domineering or provocative when discussing accountability issues (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Understand and capitalize on the advantages of addressing issues of accountability with larger groups of people (6)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
When under stress, may be too inclined to take a "what's in it for me" attitude (4)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN 	<ul style="list-style-type: none"> CHRIS COOPER
			
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Advanced Behavioral Analysis INDIVIDUAL

Description:

This report utilizes advanced Birkman interpretation concepts to identify significant scores and patterns. This report is intended for use only by Birkman Certified Professionals. The language in the report is direct and likely not suitable for the respondent.

of Pages: 2

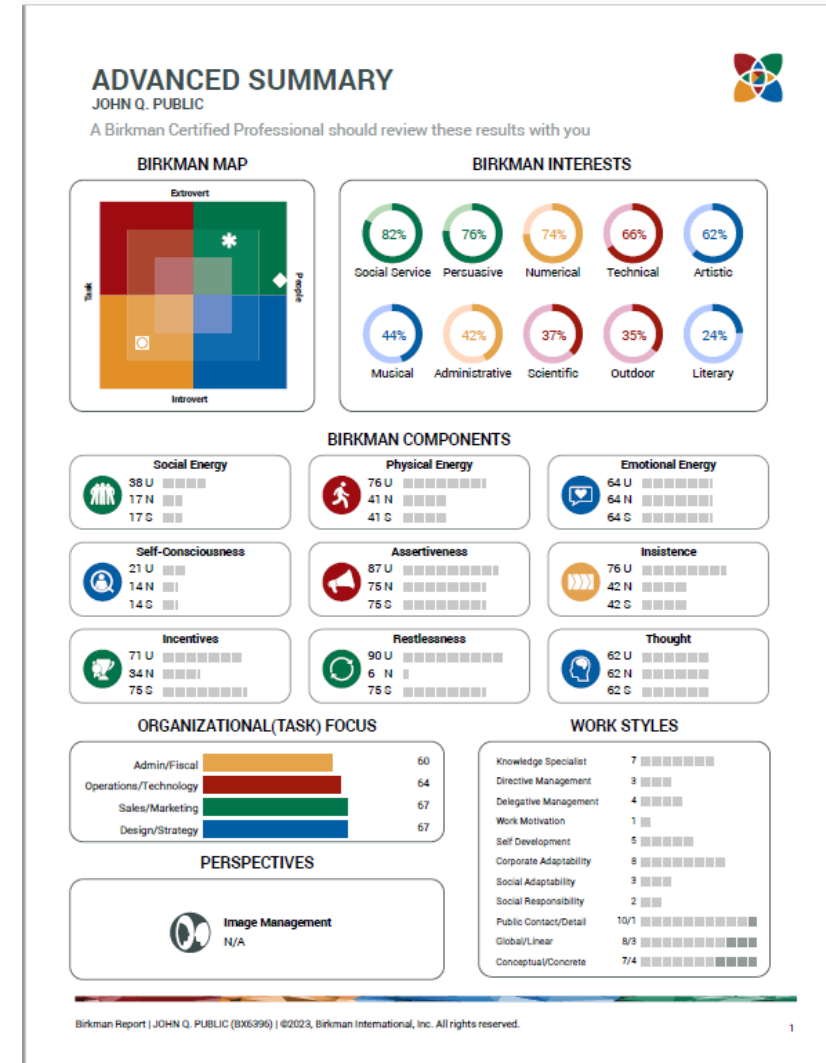


Advanced Summary INDIVIDUAL

Description:

The Advanced Summary offers the BCP a quick way to view most of a respondent's results on one page. This page includes scores for the Birkman Map, Birkman Interests, Birkman Components, Organizational (Task) Focus, Work Styles and Image Management. This report is specifically for the BCP and is not generally recommended for the respondent.

of Pages: 1



Coaching Report INDIVIDUAL

Description:

This Coaching Report is a comprehensive report that is designed for use by both the coach and client. The report's primary purpose is to assist the respondent towards making meaningful changes during the coaching process.

of Pages: 2



Coaching to Needs INDIVIDUAL

Description:

The Coaching to Needs Report is a summary of the respondent's key strengths and the support needed from the environment in a coaching context. The first part of each statement describes the respondent's style; the second offers coaching suggestions based on the respondent's Needs scores.

of Pages: 1

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.

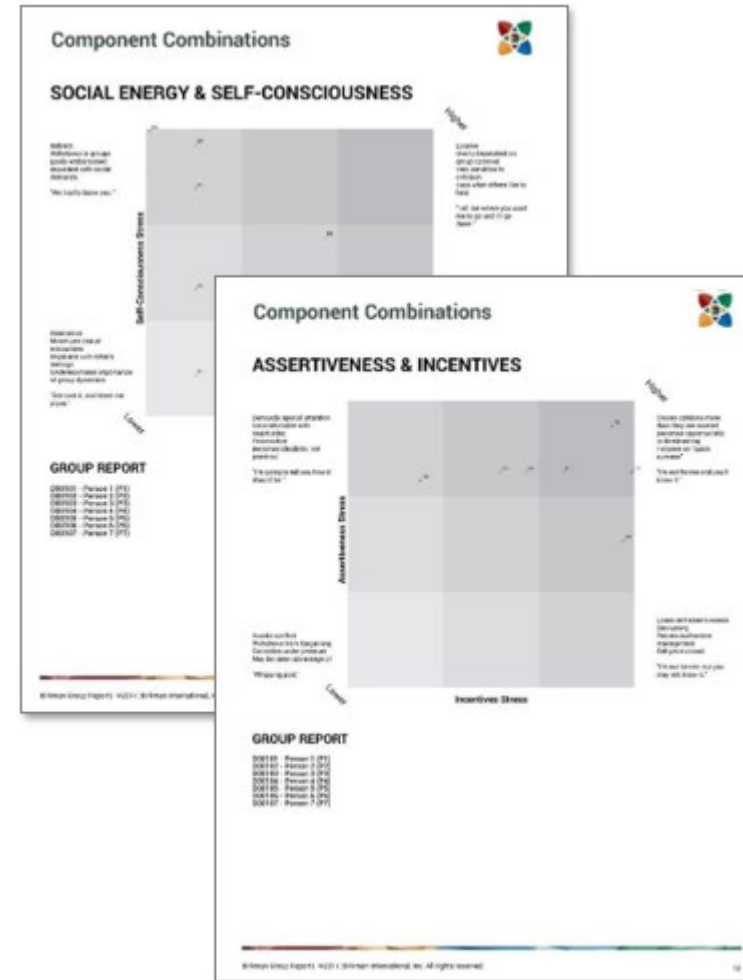
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Component Combinations GROUP

Description:

This is a Group report that combines the information from two Birkman Components to illustrate how different scoring combinations can impact behavior. It is great to use with teams who have a solid understanding of the Birkman Components and are ready to go to the next level. Five Component combinations are offered.

of Pages: up to 15




Comprint GROUP

Description:

This report is a BCP-only tool for analyzing and comparing Birkman data. Because scores are the only information provided, the report requires a good working knowledge of Birkman scales and should only be used by Birkman Certified Professionals.

of Pages: Multiple pages dependent on the size of group

COMPRINT 

BIRKMAN INTERESTS / BIRKMAN MAP COORDINATES

	Interests										Map Coordinates		
	Pe	SS	Sc	Te	Ou	Ho	Ad	Ar	Lj	Mu			
PUBLIC_J	76	82	37	66	35	74	42	62	24	44	59, 80	95, 99	73, 26
Averages	76	82	37	66	35	74	42	62	24	44	59, 80	95, 99	73, 26

BIRKMAN COMPONENTS

	Social Energy	Physical Energy	Emotional Energy	Self-consciousness	Assertiveness	Intelligence	Incentives	Resilience	Thought
PUBLIC_J	38/77	76/41	64/64	21/14	87/75	76/42	71/34+	96/ 6+	62/62
Averages	38/77	76/41	64/64	21/14	87/75	76/42	71/34+	96/ 6+	62/62

ORGANIZATIONAL FOCUS

	S O R			Max	buF	EnA	OAS	HPT	Eda	Pro	IMR	TMM	PoS	HeS	FFF										
					CMS	SuR	ADs	CSS	Leg	LPS	FPS	CoE	PCS	BOC											
PUBLIC_J	7	7	7	6	9	5	2	6	5	6	6	8	5	6	8	2	8	3	2	9	4	2	5	3	3
Averages	7	7	7	6	9	5	2	6	5	6	6	8	5	6	8	2	8	3	2	9	4	2	5	3	3

WORK STYLES

	KS	DI	DE	WM	SD	CA	SA	SR	PC	GL	ON
PUBLIC_J	7	3	4	1	5	0	3	2	10	8	7
Averages	7	3	4	1	5	0	3	2	10	8	7

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Forgiving Others

INDIVIDUAL

Description:

This topic addresses forgiveness. It discusses why forgiveness may be difficult for the respondent and provides suggestions for working toward forgiving. The statements are generated from the Component Need and Stress scores.

of Pages: 1-2

BIRKMAN INSIGHTS
JOHN Q. PUBLIC



FORGIVING OTHERS

The following statements are generated from your Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION 1: Forgiveness may be hard for you because:

- of a desire to tell the people who wronged you exactly what you think of them
- you simply want to be left alone instead of engaging with people you don't like
- you are afraid that if you ever got involved in trying to forgive, you would start getting pushy or domineering
- the focus seems to be in the wrong place: why should you forgive when you were the one who suffered?
- it is hard to make up your mind just how you should approach forgiveness, with all the advice you seem to get

SECTION 2: We suggest one or more of the following:

- Talk to someone who is matter of fact but whom you know to be wise in these matters
- Talk to people who are close to you where possible, rather than in front of a group
- You will do well if you seek help from someone you can respect as a natural authority figure
- Discuss the matter with someone who understands your difficulties with the apparent "one-sidedness" of forgiveness
- Talk to someone who concentrates his or her attentions on you

Guide Pages

INDIVIDUAL

Description:

This is a report that describes a respondent's Usual Behavior, Needs, and Stress Behavior in five distinct areas. It uses simple, everyday language and is suitable for applications where someone may not be well-versed in the Birkman Component names.

of Pages: 5



Handling Commitment INDIVIDUAL

Description:

This Insights topic focuses on handling commitment. The report is divided into three sections: effective approach to handling commitment (Component Usual scores), less effective approach to handling commitment (Component Stress scores), and increasing your level of commitment in handling conflict (Component Need scores).

of Pages: 1-2

BIRKMAN INSIGHTS 

HANDLING COMMITMENT

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: Your effective approach to handling commitment

- You are usually clear and straightforward when you are framing your commitment message for key individuals
- Your usual practice is to outline your commitment in some detail, rather than in general terms
- Your natural authority style makes it easy for you to request input from others, even if they're initially reluctant to contribute
- You tend to see commitment as involving each team member's competitive desire to win

SECTION B: Your less effective approach

- You can be too forthright with others when you believe that you are merely trying to establish clarity
- You can become more domineering than you realize when discussing commitment, rather than being open to input from others
- Establishing the team's commitment can turn into a desire to promote your own ideas at any price

SECTION C: Increasing your level of commitment

- Be candid with you about what is being asked of you
- Be sure that you are clear about lines of authority, whether that authority is vested in you or someone else. Others should not expect commitment from you unless you are clear who is "in charge"

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Handling Commitment GROUP

Description:

This is the Group version of the HANDLING COMMITMENT report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
HANDLING COMMITMENT			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
You are usually clear and straightforward when you are framing your commitment message for key individuals (8)	<ul style="list-style-type: none"> JOHN Q. PUBLIC CHRIS COOPER JACK DEMBY 	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS
Your tendency to put the team's welfare first means you are inclined to listen to and consider input from others (7)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Your usual practice is to outline your commitment in some detail, rather than in general terms (5)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
You can become more domineering than you realize when discussing commitment, rather than being open to input from others (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Be sure that you are clear about lines of authority, whether that authority is vested in you or someone else. Others should not expect commitment from you unless you are clear who is "in charge" (4)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN 	<ul style="list-style-type: none"> CHRIS COOPER
Outline in broad terms what is being asked of you. Leave the details until later (4)	<ul style="list-style-type: none"> CINDY BILLINGS RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER 	<ul style="list-style-type: none"> DAN DAVIS

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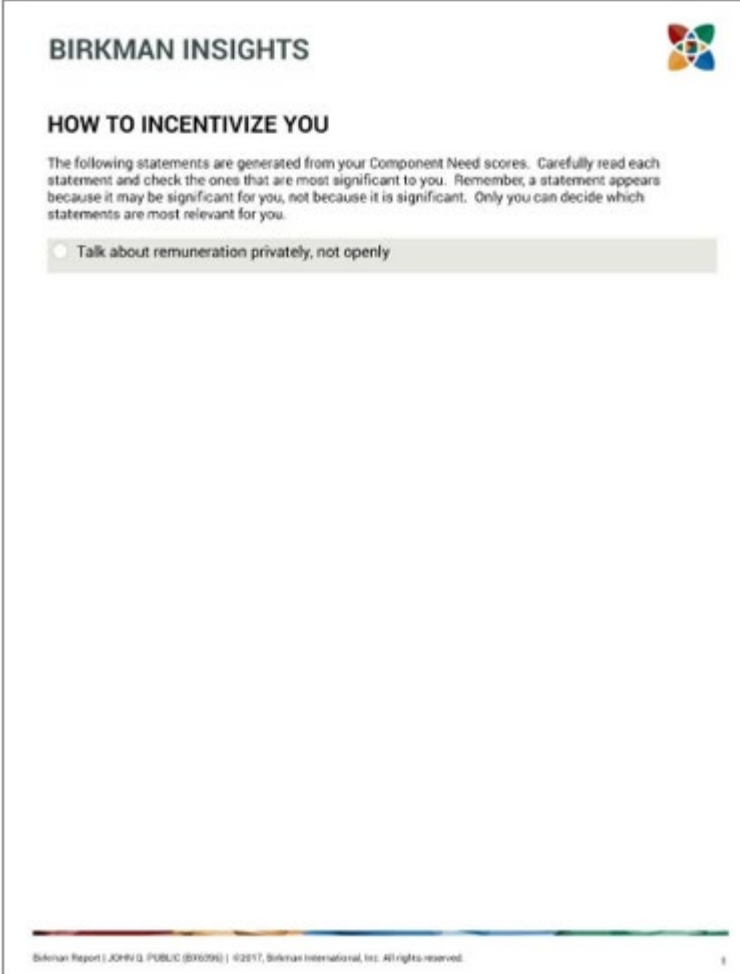
How to Incentivize You

INDIVIDUAL

Description:

This Insights topic addresses incentives, specifically, the most effective way to motivate you through incentives. The statements are generated from your Component Need scores.

of Pages: 1



The screenshot shows a document page with the following content:

- BIRKMAN INSIGHTS** (top left) and a logo (top right).
- HOW TO INCENTIVIZE YOU** (sub-header).
- Introductory text: "The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you."
- A single statement: "Talk about remuneration privately, not openly" with a radio button.
- Footer: "Birkman Report | JOHN D. PUBLIC (510296) | ©2017, Birkman International, Inc. All rights reserved." and a page number "1".

How to Incentivize You GROUP

Description:

This is the Group version of the HOW TO INCENTIVIZE YOU report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
HOW TO INCENTIVIZE YOU			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Make exceptions to structured remuneration plans for you where possible (4)	• CINDY BILLINGS • RONALD CHALMERS	• CHRIS COOPER	• DAN DAVIS
Talk about remuneration privately, not openly (3)	• JOHN Q. PUBLIC	• DAN DAVIS	• RONALD CHALMERS
You respond well when the group hears of your successes (3)	• BETSY BROWN	• JACK DEMBY	• JOHN DEMAGGIO
Incentivize using strictly performance-based criteria. Never retract an incentive-based commitment (3)	• BETSY BROWN	• CHRIS COOPER	• RONALD CHALMERS
Customize incentives for you as much as possible (2)	• CHRIS COOPER	• DAN DAVIS	
Let you know how important your success is to others (2)	• DAN DAVIS	• RONALD CHALMERS	
Incentives that are allocated based on a structured plan work best with you (2)	• JACK DEMBY	• JOHN DEMAGGIO	
Don't overlook the effectiveness of intangible rewards with you (2)	• JACK DEMBY	• JOHN DEMAGGIO	

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How You Handle Other People

INDIVIDUAL

Description:

This topic addresses how you work with other people. The report is divided into two sections: how you work with people when you are at your best (Component Usual scores) and your less effective approach to working with other (Component Stress scores).

of Pages: 2

BIRKMAN INSIGHTS 

HOW YOU HANDLE OTHER PEOPLE

The following statements are generated from your Component Usual and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION 1: When you are at your best

- Are typically direct and straightforward – tend to get to the point
- Structured in your approach to situations; present your outline point by point, with at least some focus on detail issues
- Tend to exercise authority naturally – generally give direct orders as much as you may seek a consensus from others
- Are naturally competitive; like to win, and prefer to encourage others using individualized incentives
- Physically energetic; bring an emphasis on direct action to most issues, and seek a similar approach from others
- Like to have plenty of variety in your routine; likely to expect others to be able to handle more than one issue at once

SECTION 2: Your less effective approach

- Can be brusque and over-direct, upsetting more sensitive people without realizing it
- Can withdraw from general interaction with people; may remain by yourself, or depend too much on a few people who are close to you
- Can become more domineering than you realize; may take others' silence for consent, when in fact they are intimidated
- Can become over-competitive, to the extent that the need to win can be more important than a solution that benefits all
- Can sometimes be too inclined to deal with too many issues at once, or to focus unduly on secondary matters whose relevance is doubtful

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How You Incentivize Others

INDIVIDUAL

Description:

This Insights topic addresses incentives, specifically the way you are likely to motivate others through incentives. The statements are generated from your Component Usual scores.

of Pages: 1

BIRKMAN INSIGHTS 

HOW YOU INCENTIVIZE OTHERS

The following statements are generated from your Component Usual scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Tend to tell people frankly what you think is their value
- More at ease when incentives can be determined from some pre-existing remuneration plan
- Much prefer to recognize achievement with concrete financial rewards
- Value employees who are busy and seem always to be heavily scheduled

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How You Seek to Influence Others

INDIVIDUAL

Description:

This Insights topic focuses on influence. The report is divided into two sections: your effective approach to influencing others (Component Usual scores) and your less effective approach to influencing others (Component Stress scores).

of Pages: 1

BIRKMAN INSIGHTS 

HOW YOU SEEK TO INFLUENCE OTHERS

The following statements are generated from your Component Usual scores (effective approach) and Component Stress scores (less effective approach). Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

Effective approach

- Talk directly to people in one-on-one encounters, believing that this demonstrates your respect for them
- Believe that outlining a structured plan and getting others to buy into it is the most effective approach
- Use your natural authority to command the attention and agreement of others
- Like to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of your ideas
- Tend to offer an idea in terms of key actions steps and seek agreement on those
- Like to emphasize a variety of approaches to and benefits of the idea you are promoting

Less effective approach

- Can fail to realize when you have alienated others by being too direct and forthright
- In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- Can see disagreement as a challenge to your authority; can become domineering, seeing criticism as a threat to your "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- Can let your attention wander; inclined to follow others' focus on side issues, to the detriment of the main idea

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How You Seek to Influence Others

GROUP

Description:

This is the Group version of the HOW YOU SEEK TO INFLUENCE OTHERS report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
HOW YOU SEEK TO INFLUENCE OTHERS			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Talk directly to people in one-on-one encounters, believing that this demonstrates your respect for them (8)	<ul style="list-style-type: none"> JOHN Q. PUBLIC CHRIS COOPER JACK DEMBY 	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS
Tend to offer an idea in terms of key actions steps and seek agreement on those (7)	<ul style="list-style-type: none"> JOHN Q. PUBLIC DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> CINDY BILLINGS RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Tend to gain consensus by appealing to shared values rather than by encouraging a competitive approach (7)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Believe that outlining a structured plan and getting others to buy into it is the most effective approach (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Can see disagreement as a challenge to your authority; can become domineering, seeing criticism as a threat to your "turf" or personal authority (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Understand and enlist the power of group dynamics; understand that you can be more effective if you can influence popular opinion (6)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Focus others' attentions on the core matter and keep secondary issues to a minimum; can be patient in your constant focus on the main theme (5)	<ul style="list-style-type: none"> CINDY BILLINGS JACK DEMBY 	<ul style="list-style-type: none"> DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> RONALD CHALMERS

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Image Management INDIVIDUAL

Description:

The Image Management report reveals the extent to which a respondent will devote energy to managing and maintaining a favorable public image. The report provides information on the strengths and possible challenges of the respondent's perspective. It also provides information about how others may perceive those with this perspective.

of Pages: 1-2

Image Management
JOHN Q. PUBLIC




Image Management reveals the extent to which you devote energy to managing and maintaining a favorable public image. The higher your score, the more you work toward ensuring other people see you in a socially acceptable way. **29**

Understanding Your Perspective:
Your answers to the Birkman questionnaire have resulted in a pattern that suggests you are not very critical of yourself or most people. In other words, you generally see the world as a positive place, and you have also indicated that you do not see huge differences between yourself and others. Such a perspective is typically associated with the following characteristics.

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, just because it is the right thing to do. Your 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.

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Increasing Your Sales Effectiveness INDIVIDUAL

Description:

This Insights topic addresses how to increase your sales effectiveness. The report is divided into four sections: your likely effective sales style, what you need from others and the environment to be most effective, your less effective style, and action questions to start the process of increasing your sales effectiveness.

of Pages: 2-3



Increasing Your Sales Effectiveness GROUP

Description:

This is the Group version of the INCREASING YOUR SALES EFFECTIVENESS report.

of Pages: Multiple pages dependent on the size of group

The screenshot shows a report page with the following content:

- GROUP INSIGHTS** (with logo)
- INCREASING YOUR SALES EFFECTIVENESS**
- RESPONDENTS (8):** JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMRY, JOHN DEMAGGIO
- Item 1:** You feel much more at ease when you have a relationship with a prospect that enables you to be direct and straightforward (8)
 - JOHN Q. PUBLIC, CHRIS COOPER, JACK DEMRY
 - CINDY BILLINGS, DAN DAVIS, JOHN DEMAGGIO
 - BETSY BROWN, RONALD CHALMERS
- Item 2:** You have a high level of physical energy, and this can allow you to give yourself a fairly heavy schedule as a salesperson - something which you usually enjoy (7)
 - JOHN Q. PUBLIC, DAN DAVIS, JOHN DEMAGGIO
 - CINDY BILLINGS, RONALD CHALMERS
 - CHRIS COOPER, JACK DEMRY
- Item 3:** You have certain personal values, and you are more effective in the sales situation when the sales process enables you to hold onto those values (7)
 - CINDY BILLINGS, DAN DAVIS, JOHN DEMAGGIO
 - BETSY BROWN, RONALD CHALMERS
 - CHRIS COOPER, JACK DEMRY
- Item 4:** In stressful situations, you may sometimes come on too strong; what looks to you like a lively debate can be seen by others as pushy behavior or a refusal to listen to another point of view (6)
 - JOHN Q. PUBLIC, RONALD CHALMERS
 - BETSY BROWN, JACK DEMRY
 - CHRIS COOPER, JOHN DEMAGGIO
- Item 5:** You tend to be most effective when you are able to structure your presentation, moving the prospect logically from one aspect to another in an organized way (6)
 - JOHN Q. PUBLIC, RONALD CHALMERS
 - BETSY BROWN, JACK DEMRY
 - CHRIS COOPER, JOHN DEMAGGIO
- Footer: Birkman Group Report | ©2017, Birkman International, Inc. All rights reserved. 8

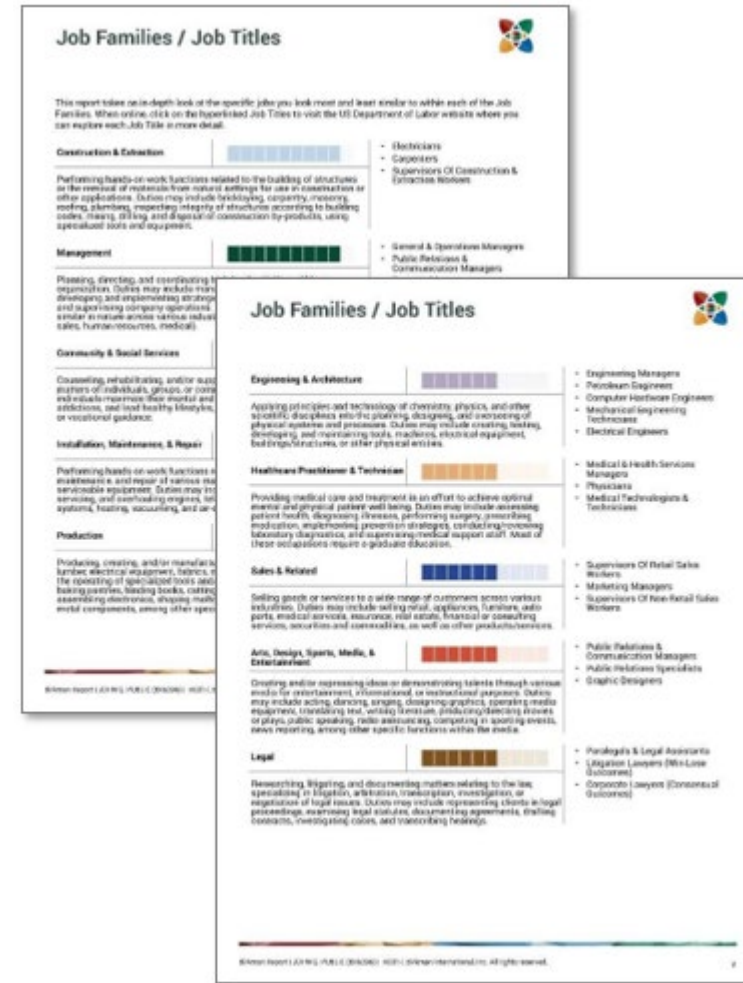
Job Families/ Job Titles

INDIVIDUAL

Description:

This report offers a breakdown of the respondent's Birkman Career data. It includes a description of each reported Job Family and a list of customized Job Titles the respondent most closely matches. The Job Titles are hyperlinked to the relevant US Department of Labor O*Net web page, which offers a substantial amount of additional data which is updated on an ongoing basis.

of Pages: 4



Managerial Style INDIVIDUAL

Description:

The Managerial Style Report provides a narrative description of the respondent's preferred managerial styles in four classic management areas: Planning, Organization, Directing, and Controlling.

of Pages: 1-4



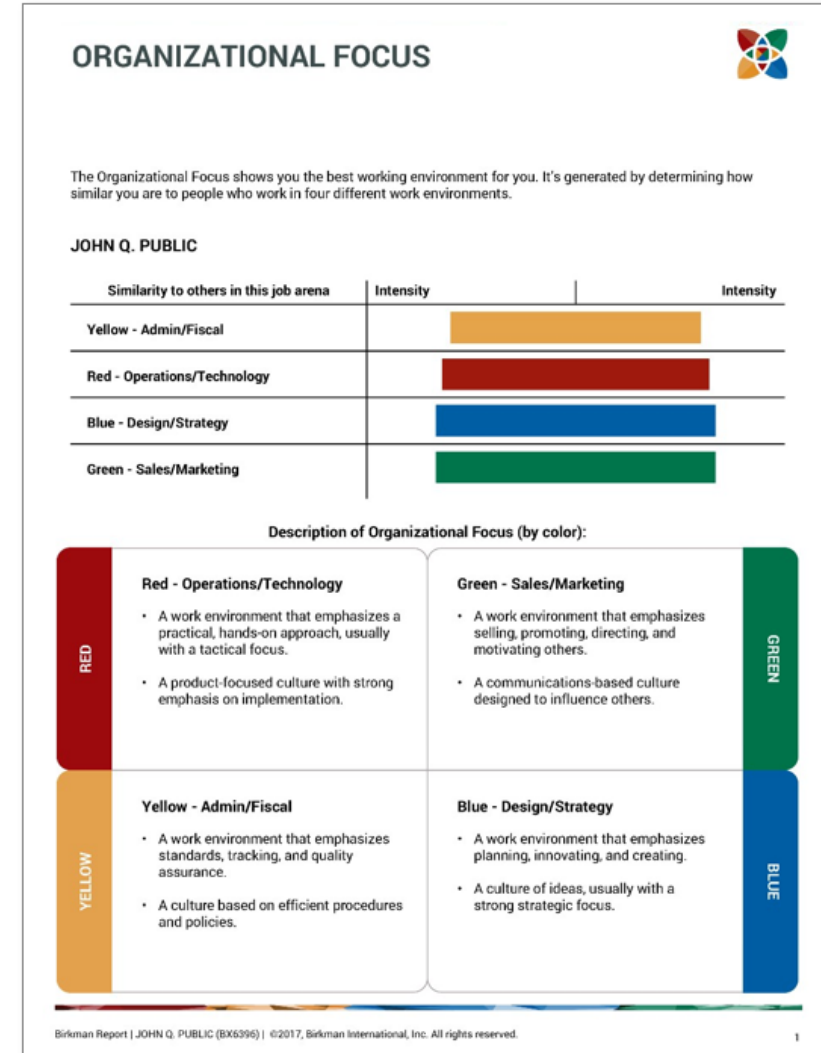
Organizational Focus

INDIVIDUAL

Description:

This report uses the Organizational Focus bars to help describe preferred work environment. A description of each Organizational Focus color is included.

of Pages: 1

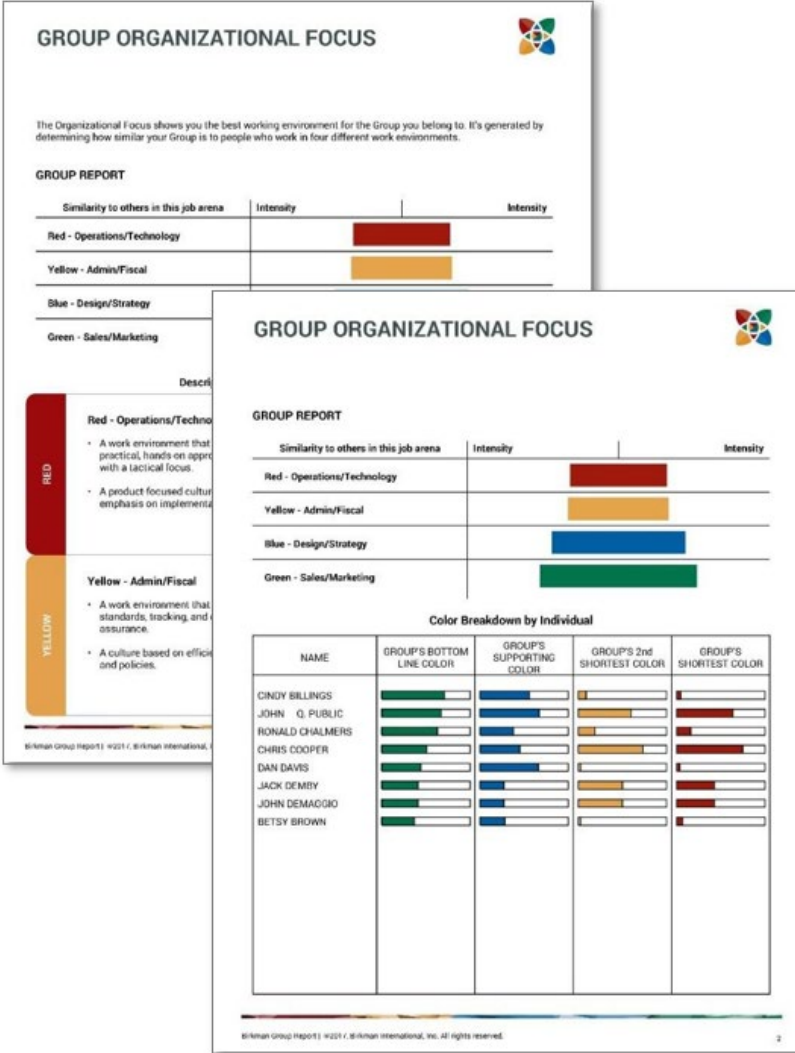


Organizational Focus Group

Description:

This is a Group version of the ORGANIZATIONAL FOCUS report, which includes a cumulative average of the group at the top and a breakdown of the respondent's scores below.

of Pages: 6




What Kind of Team Player Are You

INDIVIDUAL

Description:

This Insights topic addresses what kind of team player you are by analyzing your Component Usual scores.

of Pages: 1

BIRKMAN INSIGHTS 

WHAT KIND OF TEAM PLAYER ARE YOU?

The following statements are generated from your Component Usual scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

Value the contribution of key individuals and look to them for support

More at ease in very small groups or working alone

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What Kind of Team Player Are You


GROUP

Description:

This is the Group version of the WHAT KIND OF TEAM PLAYER ARE YOU? report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



WHAT KIND OF TEAM PLAYER ARE YOU?

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

A natural team player as far as group affiliation is concerned; be sure to include you in team activities where possible (3)
• BETSY BROWN • JACK DEMBY • JOHN DEMAGGIO

In general, a team player rather than an individual achiever, but nevertheless respond best to concrete incentives from you (3)
• BETSY BROWN • CHRIS COOPER • RONALD CHALMERS

Value the contribution of key individuals and look to them for support (2)
• CHRIS COOPER • DAN DAVIS

Look to the team as a group rather than a collection of individuals (2)
• JACK DEMBY • JOHN DEMAGGIO

Place emphasis on shared values; look for general, more abstract rewards rather than individualized incentives (2)
• JACK DEMBY • JOHN DEMAGGIO

Sometimes tempted to do it yourself rather than look to the team, particularly where rapid action is needed (2)
• JACK DEMBY • JOHN DEMAGGIO

Friendly and group-focused, as long as you have some opportunities to be or work alone (1)
• DAN DAVIS

More at ease in very small groups or working alone (1)
• RONALD CHALMERS

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Trust

INDIVIDUAL

Description:

This Insights topic focuses on trust. The report is divided into three sections: how you encourage trust in others (Component Usual scores), how others can encourage trust in you (Component Need scores), and what happens when your trust level drops (Component Stress scores).

of Pages: 1

BIRKMAN INSIGHTS



TRUST

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

SECTION A: How you encourage trust in others

- Believe that being direct and forthright, particularly with key individuals, encourages the trust relationship
- Take a structured approach to developing trust relationships, proceeding from one stage to the next as trust builds
- Find it easy to use your naturally authoritative style to encourage trust from other people
- Consider trust to be something that develops from the natural respect that keen competitors have for one another
- Consider that trust develops principally when people work actively alongside one another

SECTION B: How others can encourage trust in you

- Be direct with you – don't beat around the bush
- Engage you alone or with one or two other people where possible; don't expect to gain your trust in a more general group- or team-based session
- You can feel less secure unless it's clear to you exactly who is in charge

SECTION C: When your level of trust drops


- May become curt and over-direct, even with key players
- May withdraw mentally or even physically from group participation; can begin to wonder if anyone trusts you
- Can become too domineering and over-assertive
- May become self-protective; tell yourself that if you do not look out for yourself, nobody else will

Trust GROUP

Description:

This is the Group version of the TRUST report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS			
			
TRUST			
RESPONDENTS (8):			
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO			
Believe that being direct and forthright, particularly with key individuals, encourages the trust relationship (8)	<ul style="list-style-type: none"> JOHN Q. PUBLIC CHRIS COOPER JACK DEMBY 	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS
Believe in trust as an ideal which should underlie any and all relationships (7)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> BETSY BROWN RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Consider that trust develops principally when people work actively alongside one another (7)	<ul style="list-style-type: none"> JOHN Q. PUBLIC DAN DAVIS JOHN DEMAGGIO 	<ul style="list-style-type: none"> CINDY BILLINGS RONALD CHALMERS 	<ul style="list-style-type: none"> CHRIS COOPER JACK DEMBY
Can become too domineering and over-assertive (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Take a structured approach to developing trust relationships, proceeding from one stage to the next as trust builds (6)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
Like to use your social skills to develop trust with the group or team first, focusing afterwards on individuals (6)	<ul style="list-style-type: none"> CINDY BILLINGS DAN DAVIS 	<ul style="list-style-type: none"> BETSY BROWN JACK DEMBY 	<ul style="list-style-type: none"> CHRIS COOPER JOHN DEMAGGIO
May become self-protective; tell yourself that if you do not look out for yourself, nobody else will (4)	<ul style="list-style-type: none"> JOHN Q. PUBLIC RONALD CHALMERS 	<ul style="list-style-type: none"> BETSY BROWN 	<ul style="list-style-type: none"> CHRIS COOPER
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Your Possible Ineffective Tactics in Meetings

INDIVIDUAL

Description:

This Insights topic addresses how you may react when frustrated in meetings. The statements are generated from the Component Stress scores.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR POSSIBLE INEFFECTIVE TACTICS IN MEETINGS

The following statements are generated from your Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Can tend to be dismissive of individuals you disagree with
- Can be silent during the meeting or refuse to contribute
- May start to argue loudly, become bossy, even aggressive
- Want to win at all costs
- Can lose focus and bring in irrelevant issues

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Your Possible Ineffective Tactics in Meetings

GROUP

Description:

This is the Group version of the YOUR POSSIBLE INEFFECTIVE TACTICS IN MEETINGS report.

of Pages: Multiple pages dependent on the size of group



GROUP INSIGHTS

YOUR POSSIBLE INEFFECTIVE TACTICS IN MEETINGS

RESPONDENTS (8):
 JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

May start to argue loudly, become bossy, even aggressive (6)	• JOHN Q. PUBLIC • RONALD CHALMERS	• BETSY BROWN • JACK DEMBY	• CHRIS COOPER • JOHN DEMAGGIO
Can tend to be dismissive of individuals you disagree with (4)	• JOHN Q. PUBLIC • JOHN DEMAGGIO	• CINDY BILLINGS	• JACK DEMBY
May refuse to budge on issues under discussion (4)	• CINDY BILLINGS • JOHN DEMAGGIO	• DAN DAVIS	• JACK DEMBY
Want to win at all costs (4)	• JOHN Q. PUBLIC • RONALD CHALMERS	• BETSY BROWN	• CHRIS COOPER
Can be dismissive of the need for plans – including the agenda of the meeting (4)	• CINDY BILLINGS • RONALD CHALMERS	• CHRIS COOPER	• DAN DAVIS
May try to have important decisions delayed, often for no good reason (3)	• BETSY BROWN	• CHRIS COOPER	• DAN DAVIS
May try to get everyone to agree and “play nice” (3)	• BETSY BROWN	• JACK DEMBY	• JOHN DEMAGGIO
Can push too early for a decision; oversimplify complex issues (3)	• CINDY BILLINGS	• JACK DEMBY	• JOHN DEMAGGIO
Can be silent during the meeting or refuse to contribute (3)	• JOHN Q. PUBLIC	• DAN DAVIS	• RONALD CHALMERS

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Your Leadership Style

INDIVIDUAL

Description:

This Insights topic addresses leadership style and identifies areas where you may show distinct leadership behavior. The statements are generated from the Component Usual and Component Need scores.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR LEADERSHIP STYLE

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- An unselfconscious leader, direct and to the point, you prefer others to be frank with you
- Strongly directive and commanding, you need to see a similarly authoritative figure in others
- A reflective leader, at home in ambiguous or complex situations

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Your Leadership Style GROUP

Description:

This is the Group version of the YOUR LEADERSHIP STYLE report.

of Pages: Multiple pages dependent on the size of group

GROUP INSIGHTS



YOUR LEADERSHIP STYLE

RESPONDENTS (8):
JOHN Q. PUBLIC, CINDY BILLINGS, BETSY BROWN, CHRIS COOPER, DAN DAVIS, RONALD CHALMERS, JACK DEMBY, JOHN DEMAGGIO

An unselfconscious leader, direct and to the point, you prefer others to be frank with you (4)
• JOHN Q. PUBLIC • CINDY BILLINGS • JACK DEMBY
• JOHN DEMAGGIO

Strongly directive and commanding, you need to see a similarly authoritative figure in others (3)
• JOHN Q. PUBLIC • BETSY BROWN • CHRIS COOPER

A decisive leader, make up your mind quickly (3)
• CINDY BILLINGS • JACK DEMBY • JOHN DEMAGGIO

Find it easy to be direct and to the point with others, but need to feel that others respect you (3)
• BETSY BROWN • CHRIS COOPER • DAN DAVIS

Believe that hard work and long hours are a measure of effective leadership (3)
• DAN DAVIS • JACK DEMBY • JOHN DEMAGGIO

Lead most effectively when imposing a definite plan on others, though you will respond poorly if others do the same to you (2)
• CHRIS COOPER • RONALD CHALMERS

Your decisive leadership style can disguise your need for a more thoughtful approach in ambiguous or difficult situations (2)
• CHRIS COOPER • DAN DAVIS

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Your Relationship with Your Child

INDIVIDUAL

Description:

This Insights topic addresses your relationship with your child. The report is divided into three sections: when you are at your best, what you need, and things to work on.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR RELATIONSHIP WITH YOUR CHILD

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: When you are at your best

- You are generally straightforward in your dealings with your child
- You prefer to build your relationship with your child on basic rules, which you want her/him to follow
- You prefer to exercise authority directly with your child where that is appropriate
- You like to teach your child the real value of money
- You value the time you and your child spend in physical activities
- It is natural for you to create an environment for your child that has plenty of variety and novelty in it

SECTION B: What you need

- You like your child to be direct and open with you
- You value the extent to which your child wants to be just with you, as opposed to wanting to socialize
- You need to feel that your child sees you as a figure of authority in the family
- You prefer that your child not spring surprises on you

SECTION C: Things to work on

- You can react adversely if your child's sensitivity prevents her/him from being frank with you
- You can find it hard to participate when your child wants you to be involved constantly in her/his social activities
- You can become too domineering and over-assertive with your child
- You can place too much emphasis on the importance of your child winning at all costs

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Your Relationship with Your Spouse or Partner

INDIVIDUAL

Description:

This Insights topic addresses your relationship with your spouse or partner. The report is divided into three sections: when you are at your best, what you need, and things to work on.

of Pages: 1

BIRKMAN INSIGHTS 

YOUR RELATIONSHIP WITH YOUR SPOUSE OR PARTNER

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: When you are at your best

- You prefer to be direct and open in interactions with your partner
- You are organized and like to do things a certain way
- You like to exercise authority directly in your relationship
- You take pride in your material possessions as a symbol of the success of your relationship
- Actively doing things together is for you an important part of a good relationship
- You like variety and novelty and doing two or more tasks at the same time

SECTION B: What you need

- You feel more at ease when your partner is frank and direct with you
- Your relationship with your partner benefits from time spent just with one another
- It is important to you to feel that you are an authority figure in your relationship
- You like plenty of notice of any change affecting your relationship with your partner

SECTION C: Things to work on

- Sometimes you can be too terse with your partner, particularly if you feel stressed
- You can withdraw when you and your partner have to socialize
- You can become outspoken, even domineering, with your partner
- You may tend to see disagreements between you as rooted basically in financial matters
- You can find it hard to sit still and concentrate

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