

BIRKMAN

COMPARATIVE

REPORT

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BIRKMAN COMPARATIVE REPORT



Most of what we hear is an opinion, not a fact. Most of what we see is a perspective, not an absolute truth. When we accept that in relationships there is no one right way or right answer, we set ourselves up for better relationships - both professionally and personally.

The Birkman Comparative report describes significant similarities and differences between two people using each of the nine Birkman Components. Additionally, the report offers key recommendations to consider when two people work together.

Different Usual styles can make for an interesting dynamic when working together. However, when people's Needs differ significantly, it can present major challenges.

In cases where there is a significant difference between the two people on the Birkman Needs score, the report offers an additional explanation of how each person can understand the opposite approach.

Mostly unseen by others, Birkman Needs speak to our expectation of people and the world around us. When two people's Needs are very different, it creates the perfect environment for disagreements, misunderstandings and potential conflict. This is why it's important to address differences in a proactive way - before they cause problems and become personal.

Please note: Depending on the number of similarities and differences, the number of pages in the report may vary. If the Component scores are in the moderate range for Usual, Needs and Stress, a page will not be generated.

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SOCIAL ENERGY

The Social Energy Component can affect the areas of social enthusiasm, participation in meetings, open lines of communication, comfort in interacting with groups, and spontaneous expression

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- are friendly and meet people easily
- tend to be at ease in group settings
- can use social situations for productive purposes

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and DEMO

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that PUBLIC and DEMO exhibit when their expectations are not realized

PUBLIC - 99/3/3
DEMO - 99/51/51



SOCIAL ENERGY

Key Recommendations



When working with PUBLIC, DEMO should remember:

- to deal with PUBLIC, where possible, outside of a group or social context
- to talk with PUBLIC face-to-face, or in small groups, where possible
- that an approach based on one-on-one discussion is preferable to dealing with the matter in a group setting



When working with DEMO, PUBLIC should remember:

- to offer DEMO a certain amount of group activity, while giving opportunities for working alone or with one or two other people
- to avoid isolating DEMO socially, or forcing participation in ongoing group-based work
- that DEMO does not expect, or want, excessive exposure to group involvement or protracted amounts of time alone

PUBLIC - 99/3/3
DEMO - 99/51/51

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PHYSICAL ENERGY

The Physical Energy Component can affect the areas of urgency in decision making, balance between thought and action, competitiveness as opposed to long-range results, and patience with planning and pacing

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- generally see direct action as the solution to most problems
- have a high level of physical energy
- tend to get a great deal done

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and DEMO

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that PUBLIC and DEMO exhibit when their expectations are not realized

PUBLIC - 97/49/49
DEMO - 99/6/6



PHYSICAL ENERGY

Key Recommendations



When working with DEMO, PUBLIC should remember:

- to permit DEMO to determine schedules, where possible
- to encourage the most productive use of DEMO's energies
- that offering them a more relaxed schedule is preferable to work that is physically demanding



When working with PUBLIC, DEMO should remember:

- to offer a balance of scheduled tasks and a more relaxed environment that permits reflection prior to action
- to avoid over-scheduling, or significant periods of time with nothing to do
- that PUBLIC does not expect, or want, an intense schedule, or an excessively reflective environment

PUBLIC - 97/49/49
DEMO - 99/6/6



EMOTIONAL ENERGY

The Emotional Energy Component can affect the areas of practicality of ideas vs. thought and creative ideas, and control vs. expressions of enthusiasm

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- are usually objective and detached
- focus on facts rather than emotions
- are able to distinguish between reality and feelings

Needs:



PUBLIC and DEMO have different expectations.

PUBLIC likes an environment that is focused on facts rather than people's feelings.

By contrast, DEMO responds better to more subjective support, and opportunities to talk about feelings.

Stress Behavior:



PUBLIC and DEMO behave differently when their expectations are not met.

PUBLIC may become too detached and downplay the importance of feelings.

By contrast, DEMO may become too subjective and overplay the importance of feelings.

When DEMO is under stress he is likely to see PUBLIC as impassive; detached and impersonal; emphasis on tangibles; avoiding discussions involving feeling overtones.

When PUBLIC is under stress he is likely to see DEMO as overly concerned with feelings, his own and others'; preoccupied with service and intangibles on the job; easily dispirited; automatically seeing the difficulties before focusing on solutions.

PUBLIC - 12/20/20
DEMO - 37/82/82



EMOTIONAL ENERGY

Key Recommendations



When working with PUBLIC, DEMO should remember:

- to focus on the facts, rather than the way people feel about those facts
- to keep more subjective issues to a minimum
- that objective discussion of problems is preferable to any display of emotion



When working with DEMO, PUBLIC should remember:

- to be sure to allow time for the airing of more subjective issues during discussions
- to encourage discussion of emotional aspects of problems
- that talking about feelings is preferable to over-emphasizing "the facts"

How DEMO can understand PUBLIC:

You should not assume that he dislikes you if you find it difficult to establish a relationship with him. His preference is to remain uninvolved emotionally whether it's his work or your problems. He will be quite satisfied to limit discussions to practical matters. In teamwork you can trust him to handle the situations requiring logic and objective decisions. Under stress, you may be more comfortable seeking a solution to your concerns from someone more willing to take feelings into account; it would help balance your thinking if you sought an objective opinion from him on occasion.

How PUBLIC can understand DEMO:

You prefer to be detached in working with him, but because he doesn't separate feelings from other involvements, he has difficulty understanding your manner. You will see an improvement in the quality of your working relationship if occasionally you allow time to show respect for his feelings or inquire about his family, friends, or personal interests. If he has reservations about a joint work project, results will be more satisfactory if you control a natural tendency to discount personal feelings and allow him to express valid misgivings. Assure him by presenting the positive angles of the project. Since he is more sensitively aware of people's feelings, use his input to help anticipate the impact your joint decisions will have on personnel as well as on the organization. Your objectivity and his sensitivity provide great team potential.

PUBLIC - 12/20/20
DEMO - 37/82/82

BIRKMAN COMPARATIVE REPORT



SELF-CONSCIOUSNESS

The Self-Consciousness Component can affect the areas of managing performance problems and performance reviews, awareness of feeling and special needs of others, using candor as an interpersonal tool, and dealing with sensitive or tough business issues

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- tend to be direct and frank with one another and with other people
- keep one-to-one discussions brief and to the point
- are usually untroubled by self-conscious feelings

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and DEMO

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that PUBLIC and DEMO exhibit when their expectations are not realized

PUBLIC - 8/76/76
DEMO - 9/44/44



SELF-CONSCIOUSNESS

Key Recommendations



When working with PUBLIC, DEMO should remember:

- to temper directness with a certain sensitivity, particularly if criticism is involved
- to be sure that exchanges are courteous and diplomatic
- that time spent giving individualized attention will prove more effective than being candid or over-abrupt



When working with DEMO, PUBLIC should remember:

- to balance directness and sensitivity in one-to-one encounters
- to avoid both brusqueness and unnecessary expressions of respect
- that DEMO does not expect, or want, exclusive directness or consistent sensitivity on your part

PUBLIC - 8/76/76
DEMO - 9/44/44



ASSERTIVENESS

The Assertiveness Component can affect the areas of cooperation, conflict management, use of authority, listening skills, openness to others' ideas, and emphasis in delegation

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- tend to be assertive when directing others
- appear as natural authority figures
- find it easy to tell other people what to do

Needs:



PUBLIC and DEMO have similar expectations. They:

- need to know exactly who is the dominant authority figure
- respond well to direct orders from those whose authority they respect
- prefer authoritative but fair superiors

Stress Behavior:



PUBLIC and DEMO behave similarly when their expectations are not met. They:

- may become domineering and aggressive
- can "take over" in the absence of formally delegated authority

PUBLIC - 74/83/83
DEMO - 81/72/72

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ASSERTIVENESS

Key Recommendations



When working with PUBLIC and DEMO, other people should remember:

- that it is important for them both to know exactly who is "in charge"
- to be fairly assertive when giving orders
- that a strongly directive approach is to be preferred to trying to be pleasant and agreeable

PUBLIC - 74/83/83
DEMO - 81/72/72



INSISTENCE

The Insistence Component can affect the areas of managing meetings effectively, clarity of delegation, project management/time management, and sustaining systems and procedures

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- prefer to follow procedures and policies
- are good at working the plan
- set about things methodically and in an orderly manner

Needs:



PUBLIC and DEMO have similar expectations. They:

- tend to be motivated by working in a more structured, procedure-oriented environment
- work well when others focus on rules, systems, and policies
- like to feel the security of an organized environment behind them

Stress Behavior:



PUBLIC and DEMO behave similarly when their expectations are not met. They:

- may place too much emphasis on system and order for its own sake
- may become too rigid and insistent upon following the plan, even when it is outdated

PUBLIC - 99/90/90
DEMO - 76/66/66



INSISTENCE

Key Recommendations



When working with PUBLIC and DEMO, other people should remember:

- to offer the support of a structured and organized environment, where possible
- provide the guidance of rules, systems and procedures
- that a structured approach is preferable to offering them general guidelines

PUBLIC - 99/90/90
DEMO - 76/66/66

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INCENTIVES

The Incentives Component can affect the areas of winning materialistic rewards, winning intangible rewards, risk-taking in the workplace, security in the workplace, comfort with bargaining for self, comfort with negotiating for equitable results

Working With One Another and With Others

Usual Behavior:



PUBLIC and DEMO have similar strengths and assets. They:

- tend to be trustful and idealistic
- are "team players" rather than looking out for themselves
- emphasize intangible benefits

Needs:



PUBLIC and DEMO have similar expectations. They:

- do well in competitive environments
- respond well when individual achievement is financially rewarded
- enjoy the stimulus of competition

Stress Behavior:



PUBLIC and DEMO behave similarly when their expectations are not met. They:

- may become distrustful of others
- can be viewed as too self-protective

PUBLIC - 19/64/64
DEMO - 8/86/86



INCENTIVES

Key Recommendations



When working with PUBLIC and DEMO, other people should remember:

- to emphasize where possible matters of personal, tangible benefits and rewards
- to encourage individual competitiveness
- that an approach that emphasizes personal incentive over more generalized, tangible benefits is preferable

PUBLIC - 19/64/64
DEMO - 8/86/86

BIRKMAN COMPARATIVE REPORT



RESTLESSNESS

The Restlessness Component can affect the areas of comfort in shifting business priorities, patience with interruptions, and flexibility in accepting externally imposed change

Working With One Another and With Others

Usual Behavior:



There are no consistent similarities or differences in PUBLIC and DEMO's strengths and assets

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and DEMO

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that PUBLIC and DEMO exhibit when their expectations are not realized

PUBLIC - 67/32/75
DEMO - 52/52/52



RESTLESSNESS

Key Recommendations



When working with PUBLIC, DEMO should remember:

- to keep unnecessary changes to a minimum, and give plenty of warning when changes are necessary
- to permit concentration on the task at hand, without interruption
- that involving PUBLIC in discussions about change is preferable to imposing it unilaterally



When working with DEMO, PUBLIC should remember:

- to find a balance between the stimulus of change and the security of routine
- to avoid both unnecessary interruptions and too protected an environment
- that DEMO does not expect, or want, constant interruptions or completely predictable surroundings

PUBLIC - 67/32/75
DEMO - 52/52/52



THOUGHT

The Thought Component can affect the areas of decision timeliness, degree of comfort with risk, and consistency in positions taken

Working With One Another and With Others

Usual Behavior:  There are no consistent similarities or differences in PUBLIC and DEMO's strengths and assets

Needs:  PUBLIC and DEMO have similar expectations. They:

- need time to make decisions, particularly difficult ones
- respond well to ambiguous situations where options may be vague
- prefer not to be pressured for a fast decision

Stress Behavior:  PUBLIC and DEMO behave similarly when their expectations are not met. They:

- can worry needlessly over even small decisions
- may delay making a decision until overtaken by events

PUBLIC - 51/71/71
DEMO - 18/62/62



THOUGHT

Key Recommendations



When working with PUBLIC and DEMO, other people should remember:

- to give them plenty of time for decisions, particularly if they are difficult or complex
- to offer plenty of alternatives, rather than yes-or-no decision-making situations
- that time spent helping them evaluate options is preferable to attempting to force a fast resolution

PUBLIC - 51/71/71
DEMO - 18/62/62