

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.



## 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*

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### Working With One Another and With Others

**Usual Behavior:**



**PUBLIC and COOPER have different strengths and assets.**

PUBLIC works well alone and prefers to approach people individually, while COOPER is more friendly and more likely to use meetings or social gatherings.

**Needs:**



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

**Stress Behavior:**



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

When COOPER is under stress he is likely to see PUBLIC as difficult to really know; socially detached; underestimating the importance of group projects and social activities.

When PUBLIC is under stress he is likely to see COOPER as overly-friendly; placing too much emphasis on team participation; too willing to tell people what they want to hear; weakening under social or group pressure.

PUBLIC - 38/17/17  
COOPER - 92/62/62



## SOCIAL ENERGY

### Key Recommendations



#### **When working with PUBLIC, COOPER 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 COOPER, PUBLIC should remember:**

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

#### **How COOPER can understand PUBLIC:**

He has a need for solitary work and is likely to give of his best in such a situation. You will benefit if you allow him to work alone rather than forcing him to constantly participate in team situations. Although he may seem difficult to know due to his preference for alone time, this is not to express a personal dislike of you. His ability to maintain a viewpoint even when it is unpopular can help you gain a different perspective on any problems the two of you encounter.

#### **How PUBLIC can understand COOPER:**

He prefers the friendly team involvement because that is his nature. Try to remember that the relaxed, social approach to problems can be as effective as your individual approach and is not a waste of time. Your impatience with group participation may make it difficult for you to accept team decisions - try not to be too insistent on independence. If your ideas and actions are not readily received, reassess whether they are designed for general use.

PUBLIC - 38/17/17  
COOPER - 92/62/62

# BIRKMAN COMPARATIVE REPORT



## 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*

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### Working With One Another and With Others

**Usual Behavior:**



**PUBLIC and COOPER 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 COOPER**

**Stress Behavior:**



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

PUBLIC - 76/41/41  
COOPER - 76/41/41



## PHYSICAL ENERGY

### Key Recommendations



**When working with PUBLIC and COOPER, other people should remember:**

- to offer them 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 neither PUBLIC nor COOPER expect, or want, an intense schedule, or an excessively reflective environment

PUBLIC - 76/41/41  
COOPER - 76/41/41



## 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*

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### Working With One Another and With Others

**Usual Behavior:**



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

**Needs:**



**PUBLIC and COOPER have similar expectations. They:**

- do best with more subjective support
- prefer to have their emotions taken into account
- need opportunities to talk about how they feel

**Stress Behavior:**



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

- can become upset, perhaps even downhearted
- may allow emotions to determine actions to an inappropriate extent

PUBLIC - 64/64/64  
COOPER - 51/64/64



## EMOTIONAL ENERGY

### Key Recommendations



**When working with PUBLIC and COOPER, other people 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 permitting them to talk about how they feel is preferable to over-emphasizing "the facts"

PUBLIC - 64/64/64  
COOPER - 51/64/64





## 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*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and COOPER 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:



**PUBLIC and COOPER have different expectations.**

PUBLIC prefers the direct and straightforward approach from others, and responds best to candid and open dialog.

By contrast, COOPER responds better to a more sensitive and individualized approach where any criticism is tempered with respect.

#### Stress Behavior:



**PUBLIC and COOPER behave differently when their expectations are not met.**

PUBLIC may become too terse and direct, and upset others without realizing it.

By contrast, COOPER may become over-sensitive, particularly to real or imagined criticism.

When COOPER is under stress he is likely to see PUBLIC as inclined to be outspoken; unduly independent of individual thinking and actions; at times overpowering.

When PUBLIC is under stress he is likely to see COOPER as over personalizing; allowing feelings to become too serious; evasive on occasion to avoid conflict; inclined to prolong explanations or simple instructions.

PUBLIC - 21/14/14  
COOPER - 21/94/94



## SELF-CONSCIOUSNESS

### Key Recommendations



**When working with PUBLIC, COOPER should remember:**

- to keep one-on-one discussions brief, forthright, and to the point
- to get to the point rapidly, with a minimum of preliminary courtesies
- that a direct approach is preferable to beating about the bush



**When working with COOPER, PUBLIC 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

**How COOPER can understand PUBLIC:**

His style is to give primary attention to objectives rather than individuals. As soon as you understand what he means, try to accept it without further elaboration or debate. Don't feel that you'll hurt his feelings if verbal exchanges are brief; that is his preference. Compliments are not particularly necessary to him and he will only accept them if fully deserved. It is important for you to remember when he is brief, it is not meant to be disconcerting to you, but to allow him time to accomplish his objectives.

**How PUBLIC can understand COOPER:**

Your directness can upset him - he takes it personally. Allow a little more time in your dealings with him, encourage him to express his concerns openly. It is important for him to have opportunities to explain. Show you appreciate his successes by telling him so. Balance criticism with time for him to justify his thoughts or actions. Try to remember that his diplomacy can be an asset to you in understanding and dealing with sensitivities.

PUBLIC - 21/14/14  
COOPER - 21/94/94



## 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*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and COOPER 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 COOPER 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 COOPER 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 - 87/75/75  
COOPER - 96/81/81

# BIRKMAN COMPARATIVE REPORT



## ASSERTIVENESS

### Key Recommendations



**When working with PUBLIC and COOPER, 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 - 87/75/75  
COOPER - 96/81/81

# BIRKMAN COMPARATIVE REPORT



## INSISTENCE

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

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### Working With One Another and With Others

**Usual Behavior:**



**PUBLIC and COOPER 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:**



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

**Stress Behavior:**



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

PUBLIC - 76/42/42  
COOPER - 85/29/29



## INSISTENCE

### Key Recommendations



**When working with COOPER, PUBLIC should remember:**

- to provide broad, rather than strict, guidelines where possible
- to keep formal procedures to a minimum and permit informal access to people and data
- that offering broad suggestions is preferable to trying to control with rules



**When working with PUBLIC, COOPER should remember:**

- to offer a balance of structured guidance and general guidelines
- to avoid both unnecessary rules and vagueness about procedures
- that PUBLIC does not expect, or want, strict "rules-based" boundaries or "no formal structure" at all

# BIRKMAN COMPARATIVE REPORT



## 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*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and COOPER have different strengths and assets.**

COOPER tends to be idealistic, trustful, and a "team player", while PUBLIC is more competitive and looks for more tangible rewards.

#### Needs:



**PUBLIC and COOPER have different expectations.**

PUBLIC responds best to a more team-focused environment that focuses on intangibles.

By contrast, COOPER is motivated by a more competitive environment that rewards individual achievement.

#### Stress Behavior:



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

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

PUBLIC - 71/34/75  
COOPER - 16/86/86



## INCENTIVES

### Key Recommendations



**When working with PUBLIC, COOPER should remember:**

- to focus where possible on intangible benefits and general rewards
- to stress team rather than personalized incentives
- that discussion based on general benefits is preferable to emphasizing personal financial incentives



**When working with COOPER, PUBLIC 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



# 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*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and COOPER have similar strengths and assets. They:**

- like to work on several things at the same time
- consistently change daily routines
- can easily move attention from task to task

#### Needs:



**PUBLIC and COOPER have different expectations.**

PUBLIC needs a minimum of unexpected disturbances, and prefers to have notice of intended changes.

By contrast, COOPER is motivated by variety and change, and finds relief from routine stimulating.

#### Stress Behavior:



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

- may be distracted too easily
- can be unrealistic in their expectations of rapid results

PUBLIC - 90/6/75  
COOPER - 96/68/68



## RESTLESSNESS

### Key Recommendations



**When working with PUBLIC, COOPER should remember:**

- to keep unnecessary change to a minimum, and give plenty of warning when change is 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 COOPER, PUBLIC should remember:**

- to offer the stimulus of variety and novelty in COOPER's routine, where this is possible
- to permit COOPER to introduce change for self and others
- that offering a break from the situation is preferable to forcing COOPER to concentrate attentions

PUBLIC - 90/6/75  
COOPER - 96/68/68



## THOUGHT

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

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and COOPER have different strengths and assets.**

COOPER tends to be decisive, and sees issues in black-and-white terms, while PUBLIC is more thoughtful, and can see subtleties in many situations.

#### Needs:



**PUBLIC and COOPER 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 COOPER 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 - 62/62/62  
COOPER - 32/92/92



## THOUGHT

### Key Recommendations



**When working with PUBLIC and COOPER, 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 - 62/62/62  
COOPER - 32/92/92