




BIRKMAN MAP




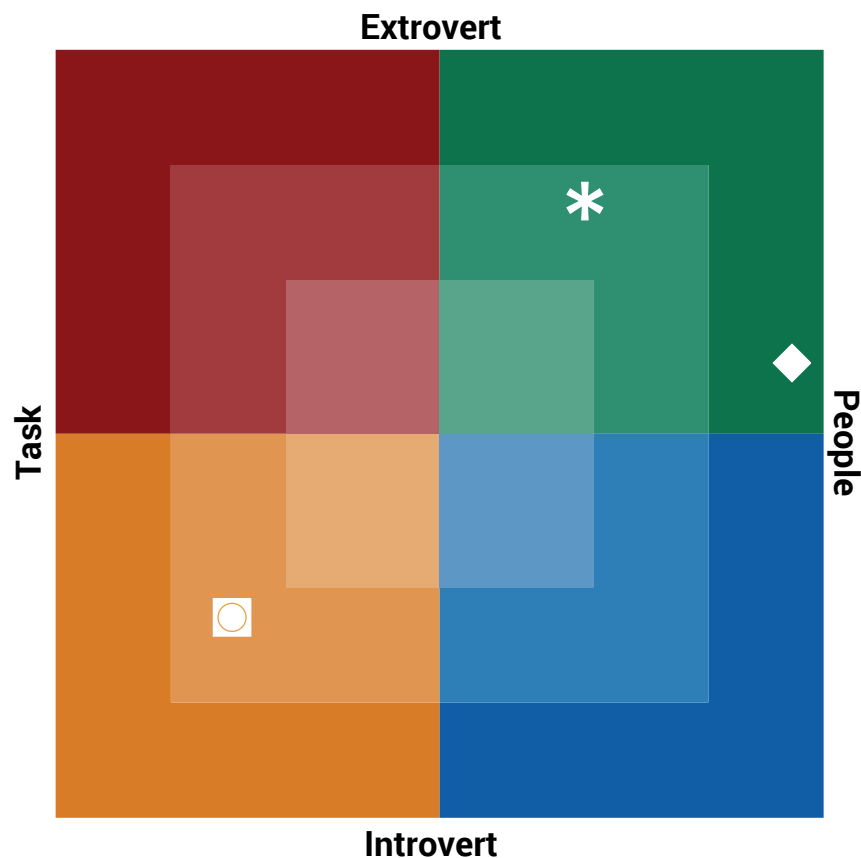
The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing with tasks or people. The top and the bottom (vertical axis) represent whether you are more extroverted or introverted in your style.

 **INTERESTS** - The Asterisk represents what you like to do and where you gravitate in terms of activities you enjoy.

 **USUAL BEHAVIOR** - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive style. This is how other people see you. Usual Behavior is how you act when your Needs have been met.

 **NEEDS** - The Circle represents how you need to be or expect to be treated by other people and your environment. Needs often remain hidden or invisible to others.

 **STRESS BEHAVIOR** - The Square represents your frustrated behavior. This is your reactive, unproductive style. Stress Behavior is how you act when your Needs have not been met for an extended period of time. You may see some of the challenges you face arise here.



BIRKMAN LEADERSHIP MAP



EXPLANATION OF YOUR GOALS (THE ASTERISK) *

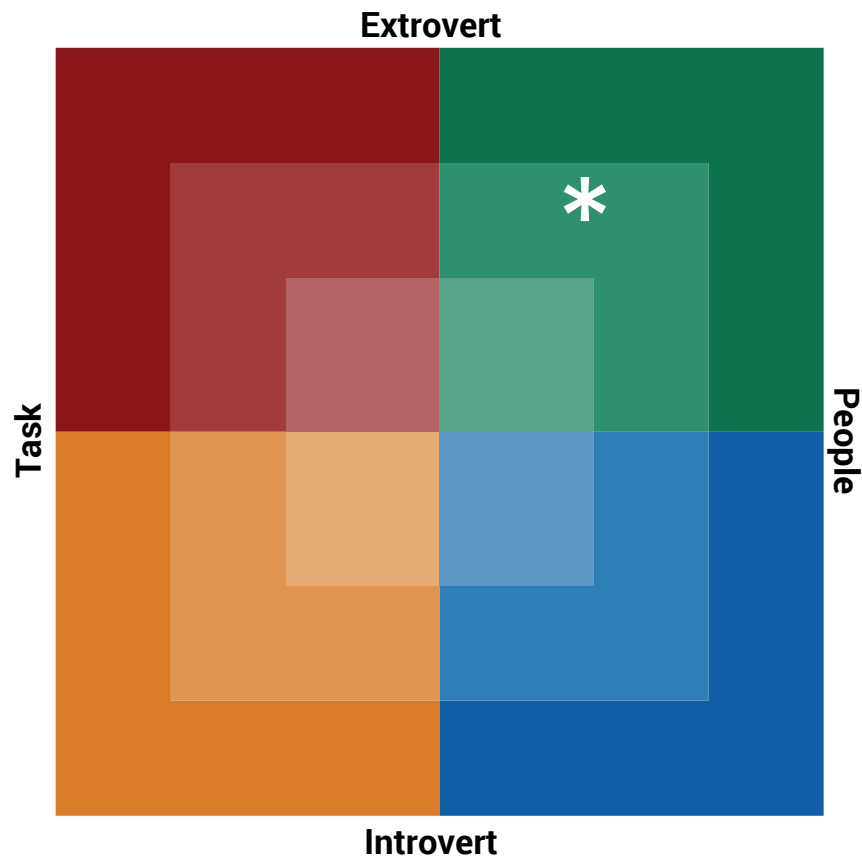
Your leadership goals are described by the Asterisk. Your Asterisk is in the GREEN quadrant. Your goals as a leader probably have a very relationship-oriented emphasis.

Goals typical of the GREEN quadrant are:

- getting people to "buy in"
- motivating others
- involving people
- focusing on benefits
- working with people

Your Asterisk shows that you are interested in, and like to involve others in:

- "buying in" to a project
- motivating others
- involving people
- focusing on benefits
- working with one another



BIRKMAN LEADERSHIP MAP



EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are leading effectively, you are generally persuasive and insightful.

Usual Behaviors in the GREEN quadrant include being:

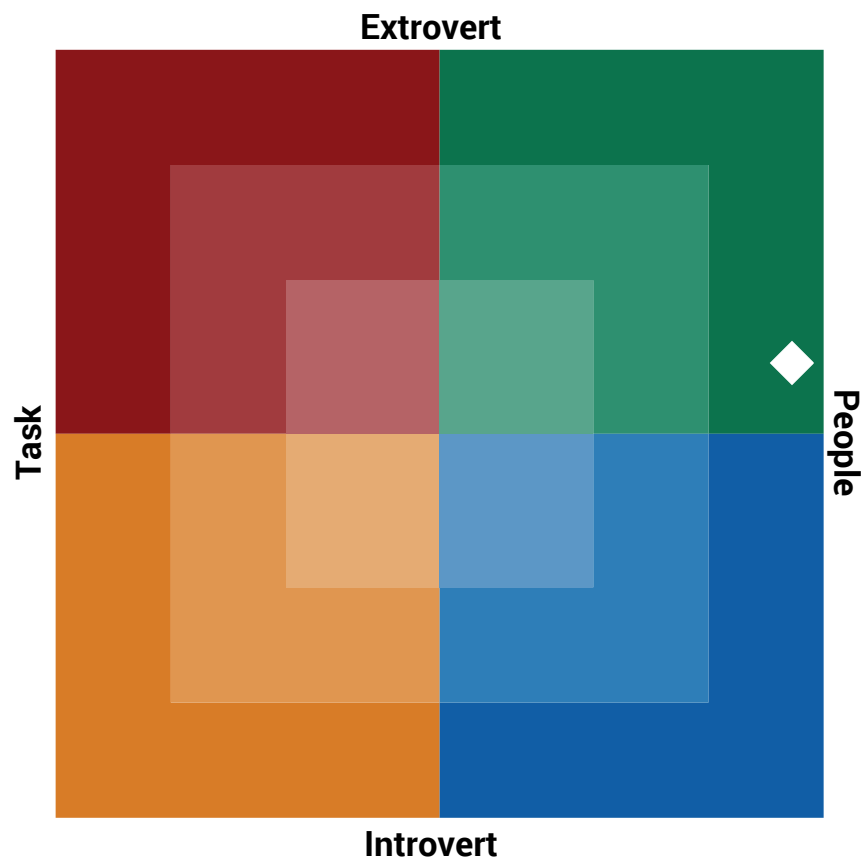
- competitive
- assertive
- flexible
- enthusiastic about new things

Your Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

Your Diamond shows that you also tend to be:

- selectively sociable
- thoughtful
- optimistic



BIRKMAN LEADERSHIP MAP



EXPLANATION OF YOUR NEEDS (THE CIRCLE)

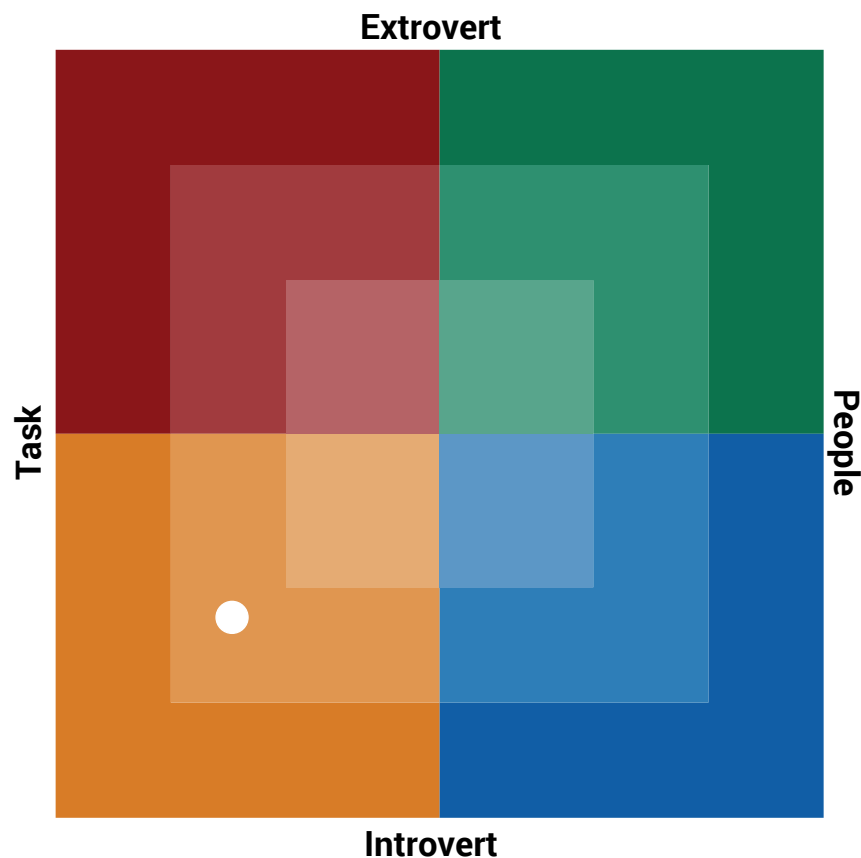
The Circle describes the kind of environment you need to show your Usual Leadership Behavior. Your Circle is in the YELLOW quadrant. To lead most effectively, you respond best to people who are orderly and consistent.

Those with Needs in the YELLOW quadrant need an environment that:

- encourages an organized approach
- permits concentration on tasks
- offers an environment of trust
- is consistent

Your Circle shows you are most comfortable when people:

- exhibit an organized work style
- don't interrupt others unnecessarily
- are democratic rather than assertive
- encourage trust and fairness
- invite input



BIRKMAN LEADERSHIP MAP



EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

The Square describes your leadership behavior when your needs are not met. Your Square is in the YELLOW quadrant. When people don't offer you the support you need, you may become inflexible and resist change.

Those with Stress Behaviors in the YELLOW quadrant:

- become overly insistent on rules
- resist necessary change
- are reluctant to confront others
- may be taken in

Your Square shows that under stress you may become:

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

