

High-Performing Teams: Data Exploration

Focused Information, Focused on Results

High-Performing Teams: Building the Foundation is a Birkman solution-first product geared toward creating a solid foundation for team growth and success. This workshop uses Birkman data as a tool to drive specific outcomes and foster rich discussion around individual and team performance.

In order to generate these application-based discussions, participants are presented with targeted pieces of Birkman data that provide the right amount of information to increase self-awareness and act on their learnings. With a goal of turning awareness into action, participants given the most helpful and relevant elements of The Birkman Method within this transformative workshop.

Core Elements of The Birkman Method

Usual Behavior, Interests, and Needs are the three personality dimensions that are the focus of this workshop. Participants receive bite-sized pieces of information related to each. Participants receive simple interpretations of their Birkman information, as well as questions to reflect on and helpful tips.

Below are three sample pages which show how aspects of the individual and team data are presented throughout the workbook. Each participants' custom individual and team Birkman information is integrated throughout a series of reflection questions and activities.

Leveraging Your Diverse Strengths

High performing teams recognize and appreciate that team members can utilize a variety of behavioral approaches to achieve success, and that the best teams intentionally leverage their diverse strengths.

Your Usual Behavior shows that you tend to be **Independent, Reflective, and Paced**. Take a moment to reflect on how these behaviors characterize your approach at work. In the space below, write about how these behaviors act as strengths and specific ways you can leverage them in the future.

INDEPENDENT	How this behavior is a strength for me:
<ul style="list-style-type: none"> You tend to rely on your own decisions and act independently of others. You operate autonomously and have a selectively social style. You communicate one-on-one and listen in group situations. 	<input type="text"/> <input type="text"/> <input type="text"/>
REFLECTIVE	How this behavior is a strength for me:
<ul style="list-style-type: none"> You tend to examine issues thoroughly and consider many datapoints. You weigh the potential consequences associated with different outcomes. You may resist already-made decisions when new information becomes available. 	<input type="text"/> <input type="text"/> <input type="text"/>
PACED	How this behavior is a strength for me:
<ul style="list-style-type: none"> You take a planned, thoughtful approach to your work. You find the most efficient ways to accomplish tasks. You are patient with intellectual discussions and activities. 	<input type="text"/> <input type="text"/> <input type="text"/>

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Your Interests at Work

High performing teams understand that each team member is motivated in different ways. They ensure that all interest areas are accounted for, even those that they do not naturally prioritize.

Your Motivational Focus shows what activities you are most likely to prioritize and value, as well as the environments you are most likely to engage in based on your Birkman Interests. Below you can see how much you focus on each interest relative to the others. For reference, the average level of each interest for the general workplace population is 50, and the maximum value is 99. How much are you more or less motivated by each one?

Outdoor 31	Activities or projects with physical movement and exposure to nature elements.	Persuasive 75	Influencing others to your point of view through the use of verbal communication.
Technical 69	Knowing how things work as well as using technology and machinery.	Social Service 68	Personally helping or advocating for others.
Scientific 97	Analyzing and discovering why things are the way they are.	Musical 21	Auditory sensitivity to sound, including tone of voice and noise in your environment.
Process 40	Administration of systems and project management.	Visual 57	Creating an impact through aesthetics and design.
Humoral 11	Relational or data analysis and analytics/metrics.	Literary 56	Composing thoughts and gathering information through reading and writing.

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Communicating Team Expectations

Below are three of the most significant needs on your team:

A FLEXIBLE PLAN	SOCIAL INCLUSION	DEMOCRATIC AUTHORITY
Your team needs broad guidelines and a minimal amount of routine.	Your team members need to be included in group activities.	Your team needs encouragement to express their opinions.

Identify three examples that display the importance of these Needs in terms of your team being its most effective:

Is your team able to get these Needs fulfilled in the workplace? Why or why not?

What three things can your team commit to doing to ensure it gets its Needs fulfilled? What rules of engagement can you follow to make sure people have a way to discuss what they expect from others?

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High-Performing Teams: Usual Behavior

Usual Behavior

Your Usual Behaviors reveal your natural style and how you likely approach tasks and manage relationships. This is what you perceive as your productive style and the behaviors that others may notice about you most.

Targeted Focus on the Top Three

Of the 18 behaviors described by Birkman, this workshop provides a targeted focus on three of the Usual Behaviors for each individual and the team as a whole. While everyone has nine Usual Behaviors, one related to each Birkman Component, participants receive their three most pronounced behaviors and the team receives the three most common and intense among the group.

Below are the 18 Usual Behaviors described in the High-Performing Teams workshop:

Social	Independent	Practical	Expressive	Active	Paced
Straightforward	Sensitive	Assertive	Suggesting	Insistent	Flexible
Collaborative	Competitive	Focused	Responsive	Decisive	Reflective

Strengths & Overused Strengths

In this workshop, Usual Behavior is interpreted through the lens of strengths and overused strengths. This means every Usual Behavior can be both productive and unproductive. Therefore, participants must think about different situations and contexts to determine when a certain behavior is working productively as a strength, or unproductively as an overused strength. This drives greater reflection and discussion among individuals to explore when their natural style works well, and when they may need to intentionally shift their approach.

On the right you can see an example of how an individual would explore their Usual Behavior, Independent. First, they would examine how their Independent style acts as a strength for them in the workplace. Then, they would think of the signs that this behavior is becoming unproductive, and how to create more effective outcomes in these times.

INDEPENDENT	How this behavior is a strength for me:
<ul style="list-style-type: none"> ○ You tend to rely on your own decisions and act independently of others. ○ You operate autonomously and have a selectively social style. ○ You communicate one-on-one and listen in group situations. 	<hr/> <hr/> <hr/> <hr/>

INDEPENDENT	Signs I may be overusing this behavior:
<p>At times, does your Independent style cause you to appear impatient with group interaction? What happens when you are too independent?</p>	<hr/> <hr/> <hr/> <hr/>

INDEPENDENT	Plan for Alternative Action:
<ul style="list-style-type: none"> ○ Take time to talk with your team and other colleagues ○ Intentionally schedule and engage in meetings and group discussions ○ Seek opportunities to work with and share ideas with others 	<hr/> <hr/> <hr/> <hr/>

High-Performing Teams: Interests

Interests

Your Interests identify activities you enjoy as well as the environments you like to work in. Interests influence what projects and functions each team member will likely prioritize and gravitate toward most.

Targeted Focus on the Top Three

Of the 18 Needs described by Birkman, this workshop provides a targeted focus on the top three Needs for the individual and team.

- Individuals receive their three most significant Needs.
- The team receives its three most common Needs.

Below are the 10 Birkman Interests grouped by the four organizational functions:

Implementing

Outdoor
Scientific
Technical

Communicating

Persuasive
Social Service

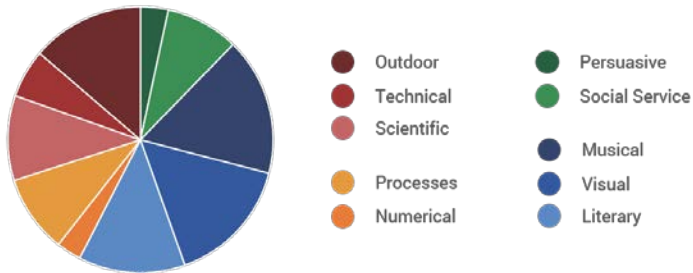
Analyzing

Numerical
Processes

Ideating

Literary
Musical
Visual

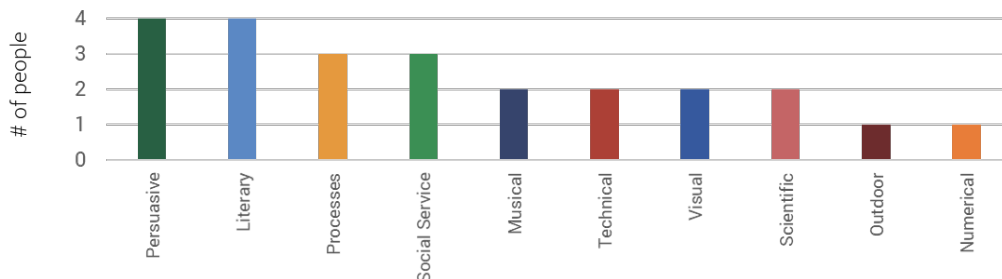
Your Motivational Focus



Individuals receive their Interest percentile scores as well as a data visualization of their Motivational Focus. Your Motivational Focus, shown left, displays a holistic view of one's relative level of motivation for each Birkman Interest. This graphic provides a quick and informative image of the lens through which someone sees different interest areas in the workplace.

Team Top Motivators

Your Team's Top Motivators chart reveals how many members of the team have a high Interest in each area. This chart allows teams to see the areas where they are likely most engaged, and those they may need to prioritize more intentionally.



High-Performing Teams: Needs

Needs

Needs reveal the environments where you feel most comfortable and how you expect others to behave. They give insight into what you need to be most productive.

Targeted Focus on the Top Three

Of the 18 Needs described by Birkman, this workshop provides a targeted focus on the top three Needs for the individual and team.

- Individuals receive their three most significant Needs.
- The team receives its three most common Needs.

Below are the 18 Needs described in the High-Performing Teams workshop:

Social Inclusion	Time Alone	Practical Solutions	An Outlet For Emotions	Things To Do	Downtime
A Straightforward Approach	A Sensitive Approach	Directive Authority	Democratic Authority	A Definite Plan	A Flexible Plan
A Collaborative Environment	A Competitive Environment	Few Interruptions	Alternating Tasks	Quick Decisions	Time To Process

Uncovering and Communicating Needs

When exploring Needs, participants are given a scenario that asks them what happens when they are faced with a situation that is opposite from their expectations. By framing the Needs with this context, participants can more easily and quickly connect with the interactions and environments where they do feel most comfortable.

A DEFINITE PLAN

Do you ever become overwhelmed when others are too flexible and disorganized? That may be because you expect to have a definite plan. You may find that:

- You need defined rules, systems, and procedures.
- You expect thorough instructions and for others to stick to the plan.

Communicating my Needs:
