



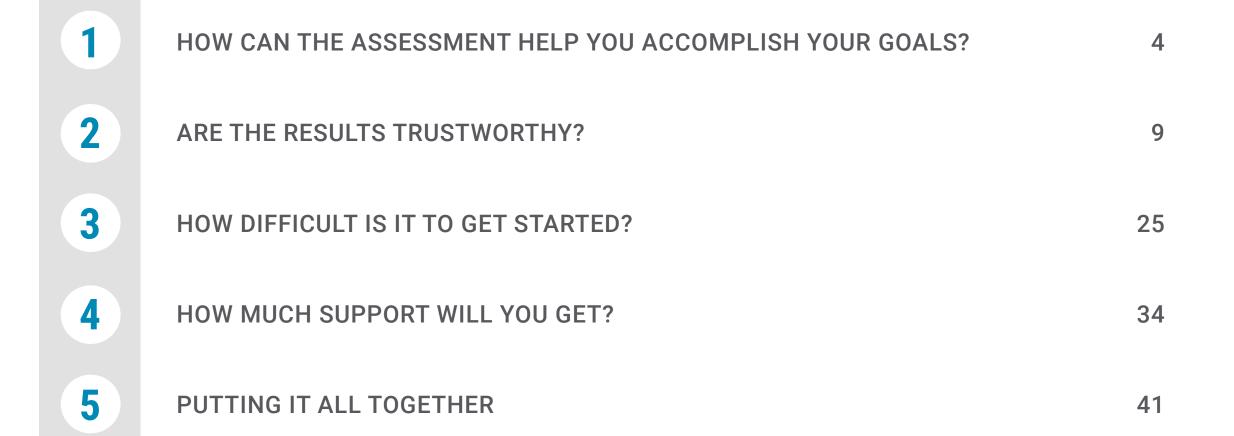


### **Choosing the Right Assessment**

### FOR TEAM BUILDING



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Assessments are a popular way to enhance team building workshops, as they establish common ground among employees and foster stronger teams.

In fact, it is now estimated that 60% of employees who enter the workforce are asked to take workplace assessments.<sup>1</sup>

While you may recognize the benefits of heightened self-awareness for your team, the biggest roadblock to successful implementation of assessments can be knowing where to begin.

The assessment industry has grown 10% annually over the past several years, and the market is now flooded with assessment options that vary in overall quality, reliability, cost, and complexity.<sup>1</sup>

With so many options out there, how can you be sure you are selecting the one that will make the biggest impact on your team?

In this eBook, we will walk you through a step-by-step process to help streamline your search, allowing you to spend more time focusing on what matters most—your team members!







# CHAPTER ONE

HOW CAN THE ASSESSMENT HELP YOU ACCOMPLISH YOUR GOALS? Before you start your search for an assessment, you must set clear goals that outline what you are looking to accomplish from your team building sessions. If you don't understand the why behind what you are trying to do, you will struggle to sift through all of the assessments out there—and trust us, there are an overwhelming number of options!

The easiest way to define your goals is to ask yourself a simple question:

#### Are we trying to address a team issue or just bond together as a group? II

Your answer to this question will determine how in-depth your assessment needs to be, the types of reports it should offer, and the breadth of information you'll require to achieve your goals.

Take a look at the chart on the next page to map out which features you want from an assessment.





### **TEAM WORKSHOP** TO BOND WITH EACHOTHER

You'll need: A Simple Assessment

**High level data** about personality that will allow your team to focus on having fun while still learning valuable information about each other

A few scales that categorize people into groups based on a specific set of personality traits

An emphasis on **individual reports** and a few basic group reports that allow your team to gain better self-awareness and understand how they fit in with the team

### **TEAM DEVELOPMENT**

TO SOLVE A PROBLEM

You'll need: A Comprehensive Assessment

**In-depth data** about personality to help you understand how behavior may be influenced by different external factors

**Variety of scales** that can dig into the specific issues your team may be facing

**Individual, comparative, and group reports** to make comparisons about each member on the team and analyze the group holistically



BIRKMAN SOLUTION: SIGNATURE



It is important to note that these are only general guidelines intended to streamline your decision-making process.

You can still elect to use an in-depth option for your light-hearted team building workshops, you'll just want to break down the information into bite size pieces as to not overwhelm the group. You can also use a less robust assessment to solve a team problem, you'll just have fewer data-driven insights to pull from during your sessions.

It will be important to also examine if the assessment has the ability to **scale across the organization**. Ideally, for those that are looking to use team building to solve a problem, you'll want to host team building workshops regularly. In order to do this successfully, you'll need to make sure the assessment offers **opportunities for continuous growth within your teams**. For instance, if you are focusing on fixing a communication problem, could the assessment also be used to solve issues related to decision making?

Similarly, the scalability of an assessment can also benefit those that might only be hosting a quick team building session. **An assessment that can grow with your company will make it easy to use it again in future team building activities**. This can end up saving your organization a lot of time down the road. The Birkman Method is an in-depth behavioral and occupational assessment that dives deep into the motivations, perceptions, and behaviors that make each person unique. Many organizations refer to us as the premier choice for team building as we are the only assessment that can measure a person's underlying Needs—what is expected from your external environment in order to stay satisfied and fulfilled both in and out of the workplace. While Needs are essential to one's effectiveness, they are often hard to measure because they cannot be observed through behavior. We refer to this as your internal personality. Having access to this information is critical for teams as it reveals that the way someone acts may not necessarily be the way they expect to be treated—and this is the root cause of most workplace conflict.

Regardless of how you are looking to utilize assessments in your team building plan, Birkman can scale to meet your individual needs. With over **40 reports derived from a single assessment**, you'll have access to an abundance of in-depth data that will work to help you achieve your goals. We also offer a robust selection of **comparative and group reports** that identify similarities and blind spots among team members.

Looking to use an assessment for more than your team building activities? We've got your back! Birkman is popular for **leadership development, career exploration, onboarding**, and more!







INFRASTRUCT

# CHAPTER TWO

ARE THE RESULTS TRUSTWORTHY?

### **QUESTIONS TO CONSIDER:**

Now that you've had a chance to identify the type of assessment you'll need to accomplish your goals, you can search for the right one for you. Not all assessments have robust. scientific research supporting them, and an assessment that gives inaccurate data can cause more problems than it solves. To narrow down all of the options out there, here are a few questions that can help you determine the trustworthiness of the assessment:

IS THE ASSESSMENT RELIABLE AND VALID?

2

WHAT IS THE HISTORY OF THE ASSESSMENT?



DOES THE ASSESSMENT COMPANY HAVE A GREAT CULTURE?



DOES THE ASSESSMENT COMPANY HAVE AN ACCREDITATION OR ANY AWARDS?



WHAT TYPES OF CLIENT SUCCESS STORIES DO THEY HAVE?



### IS THE ASSESSMENT RELIABLE AND VALID?

#### Reliability

For an assessment to be considered reliable, it must provide **dependable**, **repeatable**, **and consistent results over time**. In other words, if someone were to take an assessment multiple times, they should expect to receive the same or very similar scores each time.

Reliability is measured in two main ways:

**Test-Retest** is when the same assessment is given to a group of people twice, with a fixed amount of time between each administration. The results from each session are then compared to see if there is a positive correlation between each set of scores.

**Internal Consistency Reliability** is when the items (questions) used to create each scale are compared against one another to see if there is a positive correlation between them.







#### Validity

If you are planning to use the assessment's results to supplement decisions within your organization, you need to be confident you are basing these decisions on data that comes from a reputable source. One of the best ways you can do this is to determine if it's valid—that is, **how well does it measure what it is supposed to measure?** 

There are 4 main types of validity you should look at:

**Face Validity** is the most basic type of validity and is defined as the sheer appearance that the results are relevant, important, or make sense to the test taker. This is an important area to consider, as it is essentially the perceived accuracy of the assessment-do people tend to agree with their results?

**Convergent Validity** refers to the strength of the relationship between two assessments that measure the same attributes. For example, if you were comparing two assessments that both measure someone's assertiveness, you would expect to see a high correlation between these two scales.

**Divergent Validity** is very similar to convergent construct validity except that it refers to the strength of the relationship between assessments that measure different attributes. If you were to compare a personality assessment to an intelligence test, you would expect to see a low correlation between these scales—they cannot have a strong relationship if they are not measuring the same thing!

**Criterion-related Validity** is based on how well the assessment predicts a particular outcome such as job success, job satisfaction, or retention rates. This can be measured in two ways:

1. An individual who has taken an assessment is followed into their careers to determine if they perform at the predicted level over a period of time

2. The scores of one group of people are used to create a prediction, while the performance of a second group of people are evaluated based on that prediction.





### THE IMPORTANCE OF RELIABLITY AND VALIDITY

During your search, it is imperative you take both the reliability and validity of an assessment into consideration. Without these two key elements, the data may be inconsistent and highly inaccurate, making it difficult to draw concrete conclusions about individuals or teams, the roadblocks they may be facing, and how to successfully overcome them.

To reinforce the importance of reliability and validity, take a look at this illustration. When an assessment is both reliable and valid, it is measuring exactly what you want it to measure—hitting the bullseye that will help you make the biggest impact with your teams!

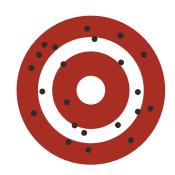
Any reputable assessment company should be able to provide you with thorough documentation that verifies the reliability and validity of their tool. **If you are unable to find this information, regardless of how legitimate the assessment may seem, you should seriously question the extent to which you will be able to trust the results.** 



**Reliable**, not Valid



Neither Valid, nor Reliable



Valid, not Reliable



Both Valid and Reliable



The Birkman Method is both highly reliable and valid—and we have a technical manual to prove it! We understand the impact our behavioral assessment has on people. That's why we work hard to maintain the scientific integrity of our assessment through continuous, rigorous analysis by our Research and Development department.

If you'd like to learn more about the reliability and validity of our assessment, let us know! We'd be more than happy to walk through it with you.





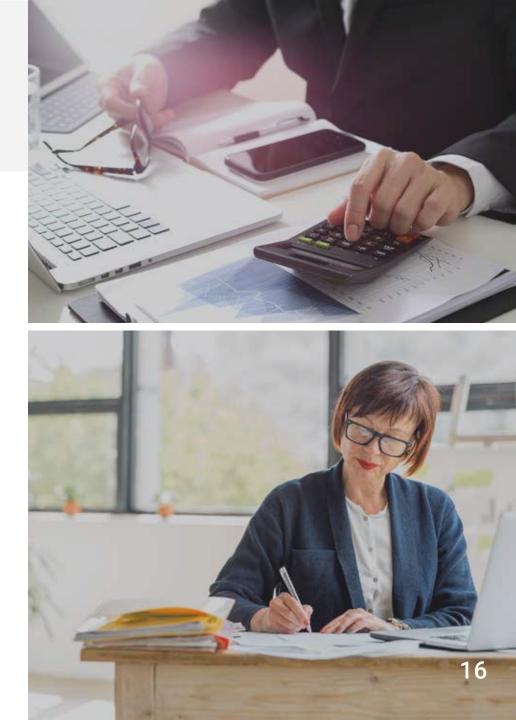


### WHAT IS THE HISTORY OF THE ASSESSMENT COMPANY?

Humans are wired to connect with stories. As a result, one of the best ways you can augment the statistical soundness of an assessment is to do some research into the assessment's history. You'll uncover a lot of interesting information about the person who created the assessment, the motivation behind it's development, and how it may have impacted the lives of others over the years. You'll also get a feel for the amount of resources that are put into maintaining its integrity.

To streamline your research, here are a few of the main things you should focus on:

- How long has the assessment been around?
- · Who created the assessment and what was their educational background?
- · What was the motivation behind creating the assessment?
- How was the assessment developed?
- · Which other organizations utilize the assessment?
- Does the assessment company continually conduct internal research to improve their tool?







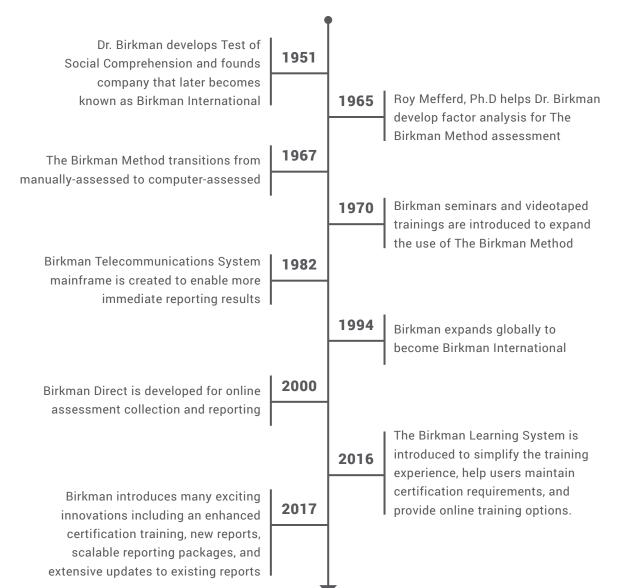
While there aren't any right or wrong answers for these questions, they can help you make strong comparisons among the pool of options you are considering. For example, would you rather use a brand-new assessment, or one with an established history of success? Would your answer change if you found out the new assessment had its own R&D team dedicated to improving the tool over time, while the old assessment never had any resources put towards innovating it?

**The Birkman Method** assessment was developed in 1951 by psychologist Dr. Roger Birkman, and has since shaped the lives of millions of people around the world.

Dr. Birkman became interested in personality differences after serving as a pilot in the U.S. Air Force in the 1940s. His experience there gave him a unique vantage point that allowed him to observe the impact perceptions —both visual and interpersonal—had on overall performance. He began to notice that, when under extreme stress, his fellow pilots would waste valuable ammunition on targets they perceived to be there—but actually weren't. These key observations drove his desire to measure the human characteristics that influence perceptions, behaviors, and motivations in normally functioning adults. The Birkman Method assessment is now considered an organic development of his life events, academic studies in psychology, observations about business, and goals to make the world a better place.

Since our founding, we have been committed to continuously innovating and improving our tool over time. Each decade has brought us significant advancements in the assessment, reports, usability, and applications. Take a look at this timeline to see how the assessment has evolved over time:

#### Take a look at this timeline to see how our assessment has evolved over time:





### 3

### **DOES THE ASSESSMENT COMPANY HAVE A GREAT CULTURE?**

One of the best ways to tell if an assessment is going to help you accomplish your team building goals is to examine the culture of the assessment company itself. If they believe in the value of their tool, then they should utilize it internally to build stronger teams, improve communication, and contribute to their own culture.

A great way to get a feel for this is to check out the company's social media accounts. Take note of how often the team gets together as a group, the types of activities they get involved in, and if it seems like they genuinely enjoy spending time together. You'll also want to visit the company's careers and community sections on their website—if they are proud of their culture, this is the best place for them to talk about it!









At Birkman, we embrace the diverse personalities of our teams and view our differences as an asset. We each display our personality profiles from the Birkman assessment in our offices as a visual representation that shows people what we expect from them, and in return, what they expect from us. We also host internal team building workshops regularly where we discuss our personality differences and how they may impact the way we collaborate with one another. This has contributed to an amazing company culture that has landed us as one of the Best & Brightest Companies to Work For® in 2014, 2015, 2016, and 2017!

Throughout the year, we also find plenty of opportunities to get together as a group, kick back, and have a little fun. One of our all-time favorites events is our Annual Community Service Day. We all dress up in our Birkman Colors, close the office, and volunteer as a team at a local organization in the community. It is such a fun way to get to know one another better and give back to our city!

# DOES THE ASSESSMENT COMPANY HAVE AN ACCREDITATION OR ANY AWARDS?

This one speaks for itself—assessments that are backed by awards or accreditations tend to be some of the most respected in the field. These designations will often attest to the amount of time, research, longevity, and scientific testing that went behind developing the assessment, as well as the company's commitment to improving the tool over time.





**Birkman Signature Certification** is accredited by the International Coaching Federation (ICF) and the Society for Human Resource Management (SHRM). These are two distinctions that we are very proud of, as they speak to the amount of dedication and commitment we have put towards our training program to help others become the best versions of themselves.

Our CEO has also been awarded several notable distinctions including EY Entrepreneur of the Year®, Houston Business Journal Women Who Mean Business Award, and The Woman Presidents' Organization Mary Lehman MacLachlan Economic Empowerment Award.











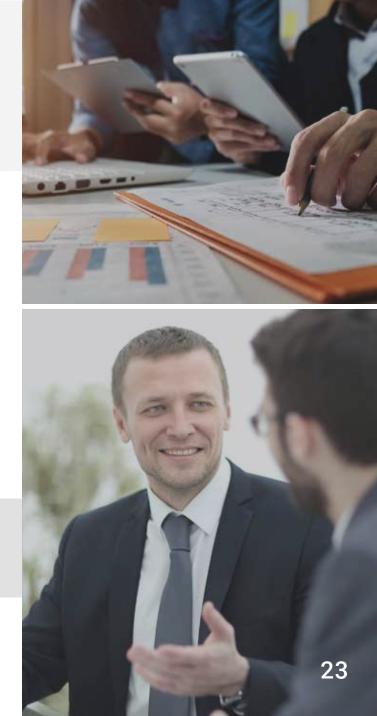
EY Entrepreneur Of The Year®

### HAVE ANY OTHER COMPANIES HAD SUCCESS USING THE ASSESSMENT?

One of the best ways to determine if you can trust an assessment is to find out if any other companies have had success using it.

Case studies can be one of the most helpful resources during your search, as they feature real companies who have used the assessment within their organization. These are often much more in-depth than a typical testimonial and can provide you with ample information about how the assessment can be utilized to achieve goals. You'll also get a feel for how trustworthy it is—if another company had success, so can you!

**83%** of consumers prefer to receive recommendations from their peers over any other form of traditional advertising—with good reason!<sup>2</sup>





Over the last 65 years, Birkman has helped hundreds of companies build stronger teams including MailChimp, Blue Cross Blue Shield, Walmart, Chevron, Right Management, Waste Management, and Goodwill.

We also have a library of case studies outlining the success some of these companies have had using our assessment.

Interested in checking them out? You can access them <u>here</u>.



Walmart >:<

Right Management<sup>®</sup> ManpowerGroup







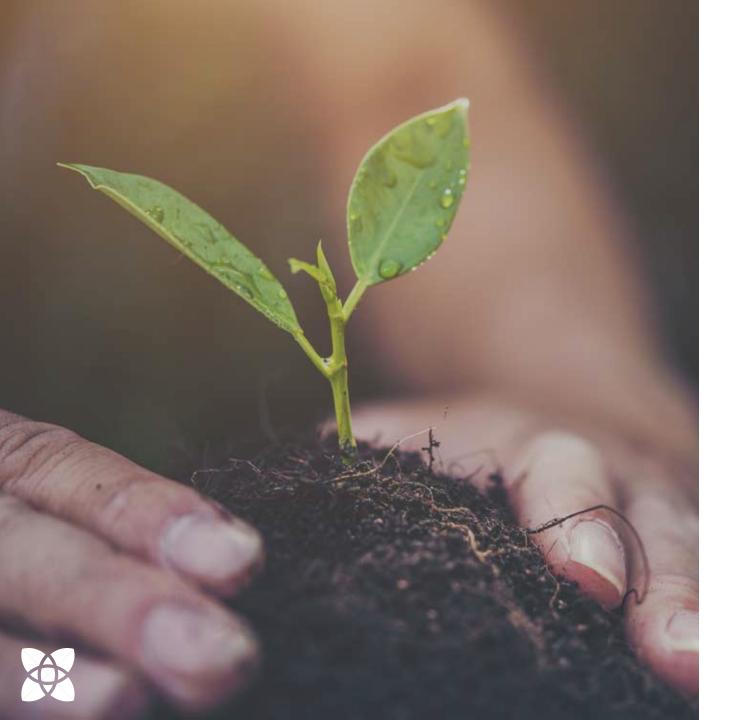
BlueCross BlueShield of South Carolina





# CHAPTERTHREE

#### HOW DIFFICULT IS IT TO GET STARTED?



While some assessments are going to have little to no start-up time, others will require more of an investment from your organization. The approach you will want to take depends on the initial goals you set for your team building sessions, and the amount of resources your organization has allocated to developing stronger teams.

As a general rule of thumb, you can almost always assume that the **less in-depth assessments are going to be the easiest to implement** into your team building plan, while the **more robust assessments are going to require additional investment** from your organization before you are able to get started with them.

### **SIMPLE ASSESSMENTS: MINIMAL** INVESTMENT, LOWER REWARD

This approach is a great choice if you don't have a lot of time or want to start your team building initiatives quickly.

The reports generated from a simple assessment are generally **easy to understand and selfinterpreted**, eliminating the need for someone in your organization to attend certification training or for an external consultant to interpret the results for you. However, keep in mind that less complex reporting also gives you less insight into personality.

The less robust assessments will have an **inherently lower cost than the in-depth ones**. You also won't have to worry about the additional cost of attending certification training or hiring a consultant to interpret your results. But keep in mind that you get what you pay for regarding the complexity of the results and the scientific validity of the assessment.







These assessments require **the least amount of buy-in from leadership**. Since the stakes are lower, they will have to commit fewer resources to the team building plan.

Think again about your team building goals. If you are trying to solve a team problem but are opting for an assessment that requires minimal investment, you may need to reconsider the resources you are willing to allocate towards your team building plan. You may have a hard time finding an option that will help you identify the specific roadblocks your team is facing and how to fix them with high-level personality data.

Remember, the results you get from your team building session will just be as good as the resources you put behind it.

### **COMPREHENSIVE ASSESSMENTS:** HIGHER INVESTMENT, GREATEST REWARD

Because advanced reports are derived from complex scales, the results will likely have to be **professionally-interpreted** by someone who has been through a formal certification process. In most instances, you'll have two options for this:

1. Have someone within your organization attend certification training to understand the assessment's unique concepts and terminology to correctly interpret the reports.

2. Hire an independent consultant to interpret the results for you.

In-depth assessments also require **more financial commitment from your organization** because the data you are able to pull from advanced reports is much more valuable than what you would get from simple assessment. Additionally, you'll have to consider the cost of certification or an independent consultant to interpret the results.







With this approach, you'll likely need to **spend more time preparing your team** before the team building session. Because the data is more comprehensive, you'll need to make sure each member on your team has a conversation about their results prior to getting together as a group. Because this will likely be your team's first exposure to the assessment and their individual results, it will be helpful for them to have this time to ask any questions or get additional insight if needed.

Because comprehensive assessments require the highest level of investment from your organization, you likely will need **more buy-in from the leadership** in your organization. One of the best ways to do this is to convince them on the value of the assessment and how you see it fixing the issue you are facing with your team.

While the comprehensive assessments require a higher level of investment, you can rest assured it will be well worth it! Not only do these assessments provide in-depth information to help you solve a team problem, they also allow for ongoing team building opportunities through a variety of reports that focus on different team problems.

Even though it may be tempting to only consider the options that are easy to get started with, keep in mind that the greater the investment you are willing to make, the greater the assessment benefits will provide for you and your team.

### **CONNECTING THE DOTS**



Birkman is a versatile option for almost any team building plan as we offer both basic and in-depth reporting options that can scale easily across your organization.

**Birkman Basics** is our **core**, **non-certified** report that provides the essential behavioral data needed to host your fun and engaging team building sessions. You will have access to our most powerful symbols, graphs, and scales that makes our assessment so memorable, without the additional cost of having to attend certification training.

Birkman Basics is also an ideal option for those who may have **limited resources** to begin their team building sessions or need to demonstrate the value of the assessment before diving headfirst into an in-depth report. We make it easy to transition to the more robust option if you decide that's the route you'd like to go in the future.





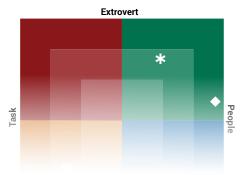
The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing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

 $\lim_{n \to \infty} \text{INTERESTS} - \text{The Asterisk represents what you like to do and where you gravitate in terms of activities you enjoy.}$ 

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.



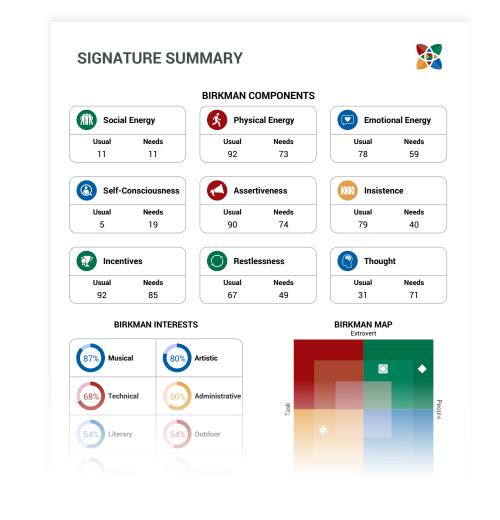
BASICS



**Birkman Signature Suite** unlocks the full power of Birkman with over 40 reports that cover an array of personality data.

One of the things that sets our assessment apart from others is that we measure underlying Needs—our hidden expectation from those around us, as well as our environment. This information is critical for teams as Needs have a major impact on effective communication, job satisfaction, and productivity. With the Birkman Signature Suite, you'll have complete access to Needs data, empowering your teams with the tools to help your teams recharge and stay productive at work.

Because of the complexity of the Signature reports, certification is required to interpret the results. When looking to use the Birkman reports to solve a team problem, we suggest having the person who is facilitating the workshop attend our certification training. This gives your company full flexibility to tailor the team building sessions to your organizational goals, and will empower you with the resources to take your teams to the next level.



SIGNATURE





# CHAPTER FOUR

HOW MUCH SUPPORT WILL YOU GET?

Because personality is so complex, understanding others can be difficult—even when you have an assessment to help you. As a result, you'll want to make sure the assessment company provides you with additional resources to supplement and enhance your understanding of their tool.

If you are having a difficult time deciding between your final few assessments, take a look at the level of support each company will provide you during your team building workshop—this is what can separate a good assessment from a great one.

These questions can help you determine if the company is committed to helping you succeed.

### **QUESTIONS TO CONSIDER:**

DOES THE COMPANY OFFER CONTINUING EDUCATION?

2

3

IS IT EASY TO REACH A REAL PERSON AT THE COMPANY?

ARE THERE FREE RESOURCES THAT ENHANCE YOUR UNDERSTANDING OF THE ASSESSMENT?



5

WILL THE COMPANY HELP YOU FACILITATE A TEAM BUILDING WORKSHOP WITHIN YOUR ORGANIZATION?

IS THERE A USER COMMUNITY?

### **DOES THE COMPANY OFFER CONTINUING EDUCATION?**

Continuing education is a great way for you to apply and build upon the skills you learned in certification. You'll also feel empowered to have more in-depth conversations about personality with your teams. It can also be useful if you want to dive even deeper into team dynamics, or use the reports for additional applications within your organization.



**Birkman** offers an in-depth training program that reaches far beyond certification. We offer a variety of in-person training courses and eLearning options. Birkman also encourages the continued development of our users by offering incentives to those who complete additional training courses throughout the year.



# IS IT EASY TO REACH A REAL PERSON AT THE COMPANY?

When selecting an assessment, you'll want to be sure you have a direct point of contact within the organization in case you come across any roadblocks. Be mindful of how quickly the company communicates with you during your search. If you are unable to reach someone directly or have to wait for long periods of time for a response, you'll likely run into the same issue after you're a client. **Birkman** is a family company with a reputation for providing superior service. During your search, you will be paired with a dedicated account manager who will be your main point of contact for any questions or concerns. Once you begin to use the tool, they will also regularly follow-up with you to ensure your team building sessions are running smoothly, and to communicate any new or exciting changes to the reports or assessment.

We also have a dedicated Client Relations Group who is always available to answer any questions you may have about administering assessments, providing a feedback, or launching your first team building session.



### 3

### ARE THERE FREE RESOURCES TO ENHANCE YOUR UNDERSTANDING OF THE ASSESSMENT?

Make sure the assessment company offers a variety of free resources to help with the adoption of the assessment within your organization. Because some assessments are more difficult to interpret that others, you will want access to additional information that supplements your understanding of the assessment. These resources can come in a variety of forms including articles, videos, brochures, eBooks, blogs, and webinars. **As a Birkman user,** you will have access to a robust resource center that is available 24/7, making it a great first stop for any questions you may have. Here you will find a variety of articles including:

- Learning Resources: Guides and a variety of free webinars for developing your knowledge of Birkman concepts
- Business Resources: Collateral to help you promote the adoption of Birkman within your organization including brochures, flyers, logos, PowerPoint presentations, videos, eBooks, and case studies
- Support Resources: Documentation about Birkman accounts, billing, and online platforms

Once you become a Birkman Certified Professional, you will also be eligible to receive additional resources including our Birkman Beginnings newsletter. This email series will reinforce the concepts you learned in certification, discuss how you can apply this new knowledge within your organization, and provide you with helpful interpretation tips to keep the momentum going.



### WILL THE COMPANY HELP YOU FACILITATE A TEAM BUILDING WORKSHOP WITHIN YOUR ORGANIZATION?

While you may have the best intentions for your team building initiatives, you might realize you have limited time or resources to build a workshop on your own. If you find yourself in this situation, determine if the assessment company will be willing to come on-site and facilitate a team building session on your behalf. Additionally, some assessment companies offer prebuilt workshops that provide you with everything you need to run a professional team building session with minimal effort on your end. Birkman offers support for on-site team building workshops in two main ways:

**Birkman at Work Toolkits** are a series of pre-built workshops developed to simplify the team building process for you and your organization. Our toolkits provide everything you need to host an engaging session with your teams quickly and easily including a presentation, talking points, participant and facilitator workbooks, and numerous interactive group activities.

Our **Custom Data Analysis Workshops** will help you clarify your team's goals by identifying key trends and personality diversity within your organization and how that impacts overall productivity. Our interpretation experts can either facilitate an in person workshop to present the outcomes for the executives at your company, or provide you with a customized presentation via optional webinar.





### 5

### **IS THERE A USER COMMUNITY?**

One of the best ways to learn as a team building facilitator is to collaborate with others who are also using the assessment or experiencing the same team problems that face you. User groups serve as an excellent foundation to foster these relationships within your community. During your meetups, you'll have the opportunity to compare interpretation techniques, share any successes or roadblocks you may have come across during your team building sessions, discuss best practices, and brainstorm additional activities together. There are over **4000 Birkman Certified Professionals** worldwide that come from a variety of backgrounds and industries. This very active user network has formed independent Birkman User Groups (BUG) throughout the world that meet regularly to continue learning from one another.

These meetups are a direct reflection of our enthusiastic network of users. Once you begin to use our tool, you will be eligible to connect with your local BUG, join our online community, and expand your network.





# CHAPTER FIVE

**PUTTING IT ALL TOGETHER** 

Because there are so many assessments out there to choose from, you want to make sure you are selecting the one that will make the biggest impact on your teams.

Let's summarize the main things you should consider during your search:

**Identify the goals of your team building plan**-do you want a simple bonding event OR to solve a team problem? This will help streamline your decision and quickly narrow down your options.

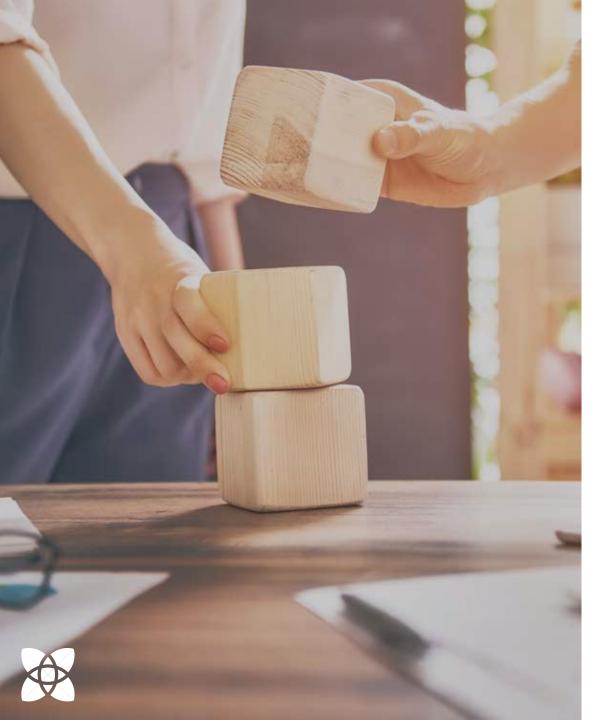
**Are the results trustworthy?** There are many ways for you to do this, but the main thing you'll want to look for is how reliable and valid the assessment is. If the data from the assessment does not come from a dependable source, you will struggle to make the most accurate conclusions about your team.

(cont'd on next page)









What's the cost to get started? This question is directly related to what you are trying to accomplish from your team building sessions. If you want a one-time event, your assessment will be easy to get started with. On the other hand, if you are really trying to dig into the inner workings of your team to solve a problem, your assessment will require more investment from you as a facilitator as well as from your organization. Remember, the greater investment you put into your team building, the greater reward you'll experience with your team.

**How much support will you get?** This is a big one—you want to make sure you are selecting an assessment company that is dedicated to helping your teams grow. And the only way they can do this is to support you through your team building activities. Check to make sure the assessment company can provide you with sufficient support if you run into any roadblocks along the way.

Keeping these things at the top of your mind during your search will significantly narrow down your pool of options to consider, and ensure you are selecting an assessment that will work for you, your organization, and your teams. Now go out there and make an impact—trust us, your team will thank you!



With more than 65 years of proven reliability and validity, The Birkman Method is a scientifically developed, multi-dimensional assessment that combines behavioral and occupational data to better understand oneself and others—both in and out of the workplace. The scalable reporting options can strengthen and enhance any team—no matter what you are looking to achieve!

#### WANT TO LEARN MORE ABOUT OUR ASSESSMENT AND WHAT IT CAN DO FOR YOU AND YOUR TEAMS? TALK TO US!

sales@birkman.com • 1-800-215-2760 • birkman.com

