



This report prepared for
JOHN Q. PUBLIC

Date printed
04 November 2010





WELCOME TO THE BIRKMAN PREVIEW

The Birkman Preview report provides an introductory overview of much of the career and relationship data generated by your responses to The Birkman Method[®] questionnaire.

The Birkman Method[®] was created from exhaustive empirical research in the workplace. Over 2.5 million people have taken the assessment since its development in the 1950s. Over the years, it has been repeatedly validated and has shown to have been reliable and consistent with contemporary psychological theory.

Many assessments describe socialized, visible behavior. The Birkman Method[®] reaches further to analyze and report what drives and motivates behavior. We call these "Needs". the expectations one has about relationships and situations in a social context. These Needs motivate personal actions and behaviors. When Needs are met, they drive behavior in positive and productive directions. Unmet needs can create potentially negative and less than productive behavior (Stress).

The Birkman Method[®] recognizes the intrinsic value of all styles of behavior and the importance of contrasting perspectives. As with all Birkman reporting, the Preview report offers a non-judgmental approach to individual differences. It is designed to be both descriptive and prescriptive.

The Birkman Preview discusses the occupational and organizational perspectives that will shape teams, career and job role fit.

Birkman International, Inc. has a high commitment to respecting your privacy. Your data will be maintained in our secure database and shall remain accessible only to authorized parties for future reference.

While the Preview provides a great deal of information to help you understand as much as possible about yourself, it's important to know that the depth and variety of applications provided by The Birkman Method[®] cannot be covered in this preliminary overview. Most people benefit from the expertise of Birkman-certified consultants in "reaching further" into the wealth of information that can be derived from your responses to The Birkman Method[®] questionnaire.

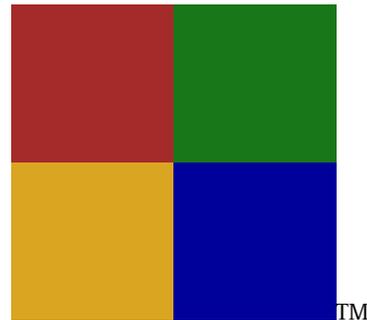


YOUR LIFE STYLE GRID[®] REPORT

DISCOVER YOUR TRUE COLORS

Birkman's Life Style Grid uses four color codes and four important symbols to reveal:

- ✱ Your interests and the kinds of activities you usually prefer (your Asterisk)
- ◇ Your usual style - how you behave in normal conditions, your most effective style (your Diamond)
- Your needs - the support or motivation you need from others or from your environment to be effective (your Circle)
- How you react under stress. How your usual style changes when your needs aren't met (your Square)



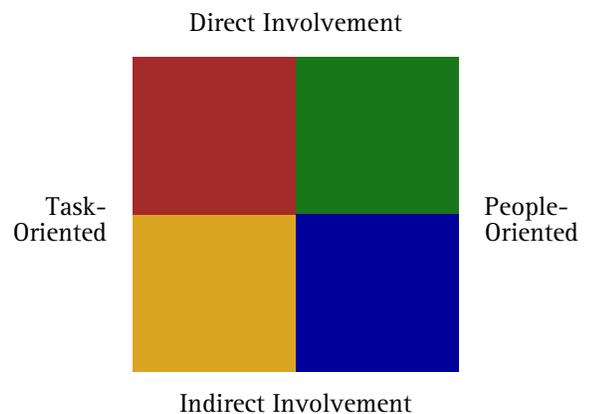
PAY ATTENTION TO HOW CLOSE YOUR SYMBOLS ARE TO THE LINES DIVIDING THE COLOR QUADRANTS. For example, when your Asterisk is close to the line, you may have interests from colors on either side of the line. When your Circle is close to the line, you may share needs with both colors, and so on. The closer your symbols are to the center of the Grid, the more likely you are to be influenced by the characteristics of the other quadrants.



YOUR LIFE STYLE GRID[®] REPORT VISUALIZE YOUR OVERALL BEHAVIOR

The Life Style Grid is a visual, graphic representation of your results, based on a model of how people behave in general. The Life Style Grid Report can help you:

- CLARIFY YOUR COMMUNICATION STYLE:**
Are you a Direct Communicator, represented by the top two quadrants of the Grid, or an Indirect Communicator, represented by the bottom two quadrants?
- REVEAL YOUR FOCUS:**
Are you Task-Oriented, represented by the left two quadrants, or People-Oriented, represented by the right two quadrants?
- DISCOVER HOW YOUR UNIQUE STRENGTHS MOVE YOU TOWARD A DISTINCT PERSONAL STYLE:**
Are you a Planner (Blue quadrant), Communicator (Green quadrant), Expediter (Red quadrant), or Administrator (Yellow quadrant)?





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE ASTERISK SYMBOL (YOUR INTERESTS)

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

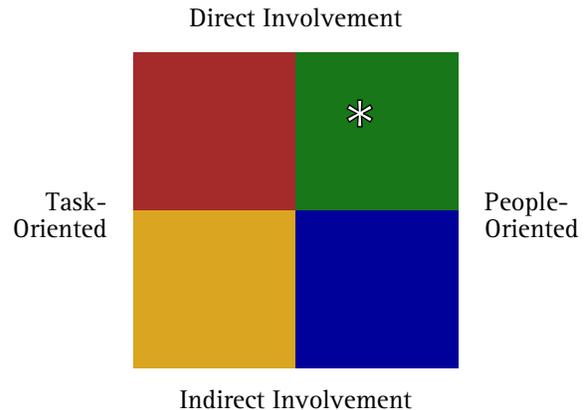


Typical GREEN activities include:

- selling and promoting
- persuading
- motivating people
- counseling or teaching
- working with people

Your GREEN Asterisk shows that you like to:

- sell or promote
- direct people
- motivate people
- build agreement between people
- persuade, counsel or teach





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE DIAMOND SYMBOL (YOUR USUAL STYLE)

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



Typical GREEN styles include being:

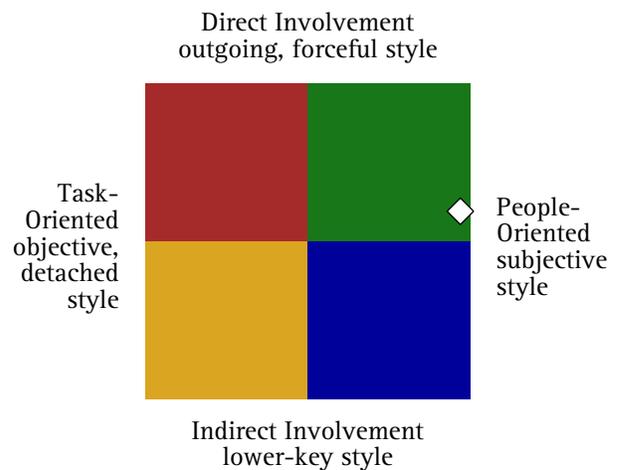
- competitive
- assertive
- flexible
- enthusiastic about new things

Your GREEN Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

You also tend to be:

- selectively sociable
- thoughtful
- optimistic





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE CIRCLE SYMBOL (YOUR NEEDS)

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.

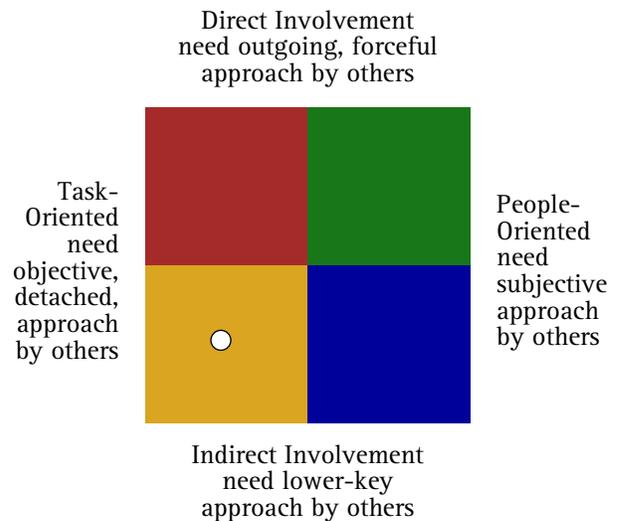


Typically, people with the Circle in the YELLOW quadrant need for others to:

- encourage an organized approach
- permit concentration on tasks
- offer an environment of trust
- be consistent

Your YELLOW Circle shows you are most comfortable when people around you:

- tell you the rules
- don't interrupt you unnecessarily
- are democratic rather than assertive
- encourage trust and fairness
- invite your input





YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE SQUARE SYMBOL (YOUR STRESS BEHAVIOR)

Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.

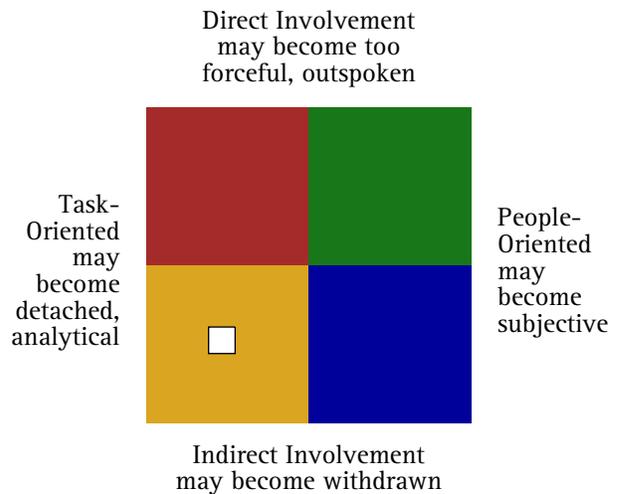


Under stress, people with the Square in the YELLOW quadrant:

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

Your YELLOW Square shows that your stress behavior may include your being:

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





AREAS OF INTEREST SOME OF YOUR MOST IMPORTANT NEEDS

Here you'll find types of work you'd love, the hobbies that would captivate you, the activities or interests that bring real pleasure and fulfillment. The Areas of Interest Report shows to what degree you share common interests with most others in various occupations. The area where there is a high correspondence indicates areas that offer either work you'd be likely to enjoy, or activities you'd particularly appreciate.

Interest doesn't relate to talent or skill. You could, for example, really enjoy and value music without being a musician, or have a deep interest in science even without personal capabilities in the field. When your interest in any area is high, it can be a strong motivator. Fulfilling your interests is a key to both a successful career and a satisfying lifestyle.

The colored bars featured in several report formats, including the Areas of Interest Report, indicate various individual styles or composites of styles described through The Birkman Method[®]:

	Red - Expediter
	Green - Communicator
	Blue - Planner
	Yellow - Administrator



AREAS OF INTEREST



DEFINITION

Social Service  Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.

Persuasive  Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.

Numerical  Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.

Mechanical  Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.

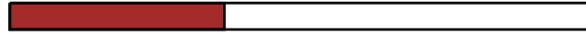
Artistic  Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.

Musical  Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.

Clerical  Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.



AREAS OF INTEREST



Scientific

Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.



Outdoor

Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.



Literary

Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.



YOUR PERSONAL STRENGTHS AND NEEDS ONE-ON-ONE RELATIONSHIPS (NEED FOR ESTEEM)

Usual Style:



direct and straightforward

a balance

insightful and intuitive

Your natural tendency is to be direct and straightforward in your personal relationships. Objectivity and frankness are among the considerable assets resulting from your ability to minimize self-conscious feelings.

STRENGTHS

- . unevasive
- . matter-of-fact
- . frank and open

Will Need:



others to be frank and forthright

a balance

respect of key individuals

NEED: In the same way, you are most comfortable when others are frank and direct toward you. When being praised, you need to feel that the compliment is genuine and free of sentiment.

CAUSES OF STRESS: In the presence of shyness or evasiveness you are likely to feel uncomfortable. You do not respond well to subtlety from others, making it sometimes difficult for you to recognize their personal needs and feelings.

Try to Avoid:



being too blunt

a balance

feeling unappreciated on occasions

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . reduced concern for others
- . detachment
- . tactless statements



YOUR PERSONAL STRENGTHS AND NEEDS SOCIAL RELATIONSHIPS (NEED FOR ACCEPTANCE)

Usual Style:



able to work well alone

a balance

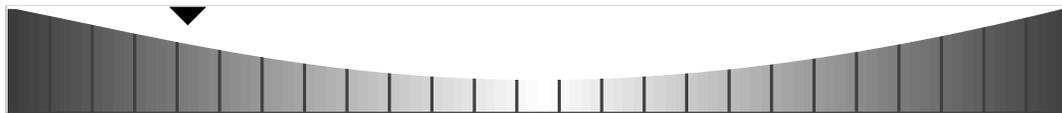
friendly and easy to know

Among your considerable assets is your ability to think and reason independently of group pressure while at the same time recognizing the importance of group dynamics. As appropriate, you are able to be either independent or involved.

STRENGTHS

- . balances group and private activities
- . able to be alone
- . able to be with others

Will Need:



plenty of time alone or in small groups

a balance

to feel part of the group

NEED: In order for you to be really comfortable in group settings, it is important that you have plenty of time to yourself, with relief from constant social pressure. It is easiest for you to participate in groups when you identify strongly with their cause.

CAUSES OF STRESS: Without this identity of cause, or when the pressure to participate in group efforts becomes prolonged or intense, you are likely to feel impatient, perhaps even that time spent with the group is wasted.

Try to Avoid:



impatient with group interaction

a balance

over-valuing group opinion

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . withdrawal
- . impatience
- . tendency to ignore groups



YOUR PERSONAL STRENGTHS AND NEEDS ORGANIZING (NEED FOR STRUCTURE)

Usual Style:



flexible and open to new approaches

a balance

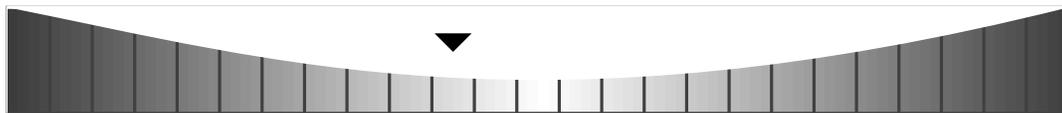
organized and sequential

Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

STRENGTHS

- . systematic
- . detail-oriented
- . procedure-minded

Will Need:



only an outline plan to follow

a balance

a definite plan in place

NEED: Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

CAUSES OF STRESS: When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.

Try to Avoid:



weakness in follow-through

a balance

over-insistence on following procedures

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . de-emphasis on system
- . over-controlling



YOUR PERSONAL STRENGTHS AND NEEDS AUTHORITY RELATIONSHIPS (NEED FOR AUTHORITY)

Usual Style:



low-key in the exercise of authority

a balance

directive and commanding

You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

STRENGTHS

- . self-assertive
- . seeks to influence and excel
- . enjoys exercising authority

Will Need:



a non-directive, democratic environment

a balance

to know who is in charge

NEED: From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

CAUSES OF STRESS: You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.

Try to Avoid:



failing to address issues of control

a balance

becoming domineering, controlling

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . provocative statements
- . undue assertiveness
- . becoming bossy or domineering



YOUR PERSONAL STRENGTHS AND NEEDS IDEALISM AND REALISM (NEED FOR ADVANTAGE)

Usual Style:



oriented towards general benefit

a balance

oriented toward individual advantage

Your self-image of being competitive gives you a decided advantage in promotional activities. You are realistic in your expectations of others, and can use your creativity in the art of winning to protect and promote your personal interests.

STRENGTHS

- . likes competition
- . opportunity-minded
- . resourceful

Will Need:



an environment based on trust

a balance

a means of measuring personal performance

NEED: While you need to be dealt with on the basis of individual incentive, this should be balanced with opportunities to help others. You need an environment which stresses the element of fair play, but still offers you a sense of advantage.

CAUSES OF STRESS: Since you expect others to be competitive on an "average" level, you can be surprised when they seem to be too self-serving or overly idealistic and impractical. Your response to either is likely to be distrust and suspicion.

Try to Avoid:



becoming too idealistic

a balance

focusing too much on personal payoff

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . being impractical
- . becoming opportunistic



YOUR PERSONAL STRENGTHS AND NEEDS REFLECTION AND ACTION (NEED FOR ACTIVITY)

Usual Style:



likes to reflect before acting

a balance

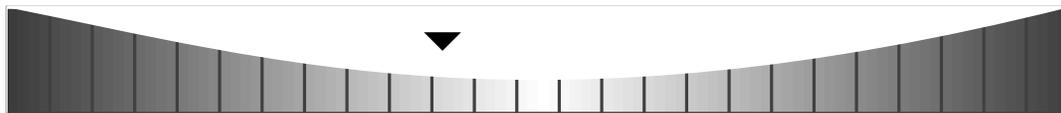
takes direct action to get things done

Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

STRENGTHS

- . enthusiastic
- . energetic
- . forceful

Will Need:



personal control over scheduling

a balance

a busy schedule

NEED: However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

CAUSES OF STRESS: External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.

Try to Avoid:



putting things off

a balance

failing to delegate when necessary

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . edginess
- . feeling fatigued



YOUR PERSONAL STRENGTHS AND NEEDS YOUR VIEW OF YOURSELF (NEED FOR CHALLENGE)

Usual Style:



self-confident, focused on success

a balance

has high expectations of self, others

More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

STRENGTHS

- . driven
- . strong-willed
- . high expectations

Will Need:



a success-oriented environment

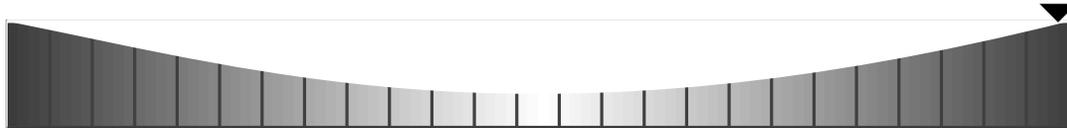
a balance

personal challenges

NEED: You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

CAUSES OF STRESS: You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.

Try to Avoid:



denying responsibility for errors

a balance

expecting too much of self and others

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . becoming too self-critical
- . strong emotional tension
- . feelings of inadequacy



YOUR PERSONAL STRENGTHS AND NEEDS DEALING WITH EMOTIONS (NEED FOR EMPATHY)

Usual Style:



objective and detached

a balance

sympathetic and warm

Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

STRENGTHS

- . objective, yet sympathetic
- . warm, yet practical

Will Need:



an unemotional environment

a balance

an outlet for subjective issues

NEED: You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

CAUSES OF STRESS: Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.

Try to Avoid:



discounting people's feelings

a balance

worrying unnecessarily

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . dejection
- . becoming too impersonal
- . loss of optimism



YOUR PERSONAL STRENGTHS AND NEEDS INDEPENDENCE (NEED FOR FREEDOM)

Usual Style:



understands how most people think

a balance

individualistic in outlook

You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

STRENGTHS

- . inner sense of freedom
- . individualistic
- . spontaneous

Will Need:



a predictable environment

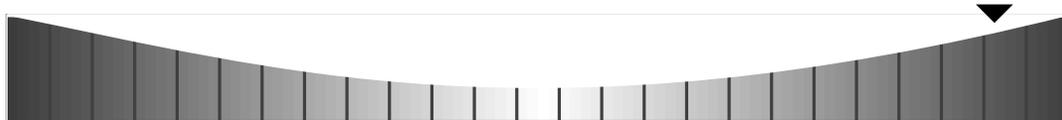
a balance

opportunities for individuality

NEED: The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

CAUSES OF STRESS: Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.

Try to Avoid:



discomfort with unusual ideas

a balance

being different for its own sake

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . unpredictable behavior
- . over-emphasis on independence
- . too ready to blaze trails



YOUR PERSONAL STRENGTHS AND NEEDS MAKING DECISIONS (NEED FOR THOUGHT)

Usual Style:



sees issues in terms of black and white

a balance

handles ambiguous situations well

With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

STRENGTHS

- . thoughtfully decisive
- . considers future and immediate consequences

Will Need:



issues reduced to their simplest form

a balance

plenty of time for complex decisions

NEED: The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

CAUSES OF STRESS: On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.

Try to Avoid:



being impulsive

a balance

indecision when pressured

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- . delaying actions
- . becoming too cautious



CAREER MANAGEMENT REPORT A UNIQUE FRAMEWORK FOR CAREER DECISIONS

The Career Management Report offers an effective way to align personal style, natural aptitudes and individual needs with your profession or career.

The Career Management Report may include:

- 1) Organizational Focus: Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The Organizational Focus color bars display your fundamental work orientation, offering you an overall reference as to which classic occupational group has the most or least appeal for you.

Example:		Communicating
		Administrating
		Planning
		Expediting

Job Families/Job Titles select, identify and confirm your professional strengths. Occupational effectiveness is determined by how closely your responses match profiles of a large sampling of employees in twenty job families. Special management scores (purple) are added to the four colors. Sample job titles are provided for each job family, with a direct link to the U.S. Department of Labor's on-line Occupational Outlook Handbook for most titles. *International users may wish to choose the Job Families Only option.*

The Career Narrative presents a descriptive summary of the information displayed in the General Groups and Job Families/Job Titles Reports. This summary identifies your career orientation, management style and job strengths.

Although career decisions should also encompass experience, education and interviews, the Career Management Report provides significant information for aiding in career development and succession planning.



ORGANIZATIONAL FOCUS

ORGANIZATIONAL FOCUS: PROFESSIONAL STRENGTHS

The Birkman Method[®] provides comprehensive formats for organizational development and self-management. The questionnaire you have already completed affords a variety of Birkman Reports (more than 40 formats) that you can access on demand. This portion of your Birkman Advanced Report is designed as an introduction.

ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

Similarity to others in this job arena:	Intensity	Intensity
Red - Operations/Technology Yellow - Admin/Fiscal Green - Sales/Marketing Blue - Design/Strategy		

COLOR:



CLASSIC OCCUPATIONAL GROUP:

Arts , Social Service
 Operations, Science
 Marketing, Sales
 Finance, Administration

FOCUS:

Strategy (long-term, innovative)
 Practicality (short-term, tangible)
 Communication (promotional, "people")
 Systems (procedural, "detail")

WHAT IS ORGANIZATIONAL FOCUS?

Organizational Focus refers to your fundamental approach to any work situation. Notice that you show some of all four job capabilities. Each color represents a function needed by every organization. Each of the four styles (occupational groups) has value. Successful organizations have a balance of these colors.

Your longest color bar (your bottom line) is your strongest natural job aptitude. The second longest color bar (your supporting style) viewed in combination with your bottom-line (strongest) color reveals your first approach to problem solving and tells us a great deal about the way you work toward your goals.



ORGANIZATIONAL FOCUS

ORGANIZATIONAL FOCUS: PROFESSIONAL STRENGTHS

WHY DO THESE COLORS MATTER?

The four colors provide a quick summary as to which kinds of job activities will have the greatest or the least appeal for you. Following your natural professional orientation will powerfully impact your chances for career success, as well as your physical and emotional health. Your colors help to define the distinctive strengths you bring to a team and the ways you might best contribute to an organization.

The four colors symbolize the four classic management functions. In addition to job functions, these colors also have a time orientation:

COLOR:	ORIENTED TO:	EMPHASIS ON:
	Future	Creative Planning / Design
	Present	Expediting / Technical
	Present	Communications / Marketing
	Precedent	Fiscal / Administration

THE "MIXTURE" OF YOUR ORGANIZATIONAL FOCUS COLOR BARS:

When you review your Report (shown on previous page) pay close attention to the

ranking (the order in which the bars are displayed)
 magnitude (proportionate length of the bars)

For example, if you have a dominant Green color followed by a supporting style of Red, you will have a very different organizational orientation from someone who has dominant Green followed by a supporting style of Blue.

Similarly, if you have very strong Blue and relatively little Red, Green or Yellow, you will have a distinctly different organizational focus from someone with color bars that are almost equal in magnitude.

If you have shorter bars that are almost equal in length, you will have a general comfort level with each of the styles and will be less intensely focused on one particular job function.



ORGANIZATIONAL FOCUS

ORGANIZATIONAL FOCUS: PROFESSIONAL STRENGTHS

RELATIONSHIP BETWEEN YOUR ORGANIZATIONAL FOCUS COLORS AND THE JOBS THAT YOU MAY CHOOSE:

There is usually a close link between your Organizational Focus colors and the job that you do, or would like to do. A Birkman-trained consultant can explain how you may be quite effective, in a different way, if your job varies from the expected Organizational Focus color.

If you are a Green manager, you may be neither more effective, nor less effective than a Red manager, you simply have a different organizational focus - a focus on the people who do the job rather than on the job that people do.

Similarly, if you are a computer programmer in a structured programming environment with an Organizational Focus color of Blue, you will likely focus on long-term, more abstract and creative solutions. You may still, however, be a completely effective, structured programmer.

HOW ARE ORGANIZATIONAL FOCUS COLOR BARS GENERATED?

The four color bars are derived from more than fifty validated scales. Although simple to interpret, the origin of your color bar display is complex. The order in which your colors are "stacked" is based on a synthesis of statistical data that has been collected and developed over more than five decades of occupational research. Your responses were compared to people in 23 job families consisting of 167 wide-ranging national occupational norms.

YOU ARE UNIQUE.

It's important to remember that you are a dynamic entity with many dimensions. As The Birkman Method[®] attempts to "measure the immeasurable", we acknowledge and describe the complex and often seemingly contradictory nature of human behavior. Best of all, we want you to know that whatever your color combination, your natural job strengths are needed. Understanding these strengths is the first step toward self-awareness, which leads to better self-management and better teams.

The Organizational Focus colors are intended to provide a useful starting point for The Birkman Method[®] inquiry as to what makes you so memorable and unique.

The Birkman Method[®] is a multi-faceted instrument. Your Organizational Focus is only an introductory step. When you're ready to proceed to a greater degree of the depth and complexity available to you, please contact your Birkman representative or email us at info@birkman.com.



JOHN Q. PUBLIC

04 November 2010

JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<p>Accounting</p> <p>Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.</p>			<p>General Accounting Tax Accounting General Auditing Controllers</p>
<p>Knowledge Specialist</p> <p>Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.</p>			<p>Public School Counselors Psychologists Career Counselors Employee Relations Professionals College Professors Ministers/Priest/Clergy Ministry Managers Physicians Lawyers/Litigation Specialties Nursing Managers</p>
<p>Social Service/Counseling</p> <p>Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.</p>			<p>Ministers/Priest/Clergy Theologians Therapists/Counselors Social Workers Sociologists Psychologists</p>
<p>Consultative Intangible Sales</p> <p>Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.</p>			<p>Stocks and Bonds Sales Medical Services Sales Bank Marketing</p>
<p>Employee Relations/Training</p> <p>(continued next page)</p> <p>Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.</p>			<p>Career Counselors Employee Assistance Positions Organizational Development Prof. HR Training Employee Relations Professionals Customer Services Entertainment Marketing Marketing and Advertising Industrial Relations Public Relations Lobbying Legal Administrators Legal Assistants Consultants to Lawyers</p>

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)



JOHN Q. PUBLIC

04 November 2010

JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
Employee Relations/Training (continued)			Personnel Professionals
Banking & Finance Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.			Banking Operations Bank Tellers Financial Analysts Loan Officers Bank Financial Officers
Consultative Tangible Sales Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.			Sales Engineers Oil and Gas Sales Pharmaceutical Sales Medical Equipment Sales Software Sales Purchasing Agent/Buyer
Artistic Careers Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.			Visual Arts Literary/Editorial Positions Performing Artist/Acting Architecture Art Sales Travel Agents
Administrative Professionals Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.			Benefits Administration Internal Auditors Credit Administration
Educational Careers Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.			Public Primary School Teachers Religious School Teachers Public Secondary School Teachers College Professors Public School Counselors University Administrator (1) University Administrator (2)
Legal Legal specialties; include lawyers specializing in litigation and business issues.			Lawyers/Litigation Specialties Lawyers/Business Specialties

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)



JOHN Q. PUBLIC

04 November 2010

JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Medical Professions



Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.

[Nutritionists](#)
[Pharmacists](#)
[Nurses \(1\)](#)
[Nurses \(2\)](#)
[Public Health Administrators](#)
[Clinical Scientists](#)
[Physicians](#)

Direct Intangible Sales



Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.

[Casualty Insurance Sales](#)
[Life Insurance Sales](#)
[Health Insurance Sales](#)
[Real Estate Sales](#)
[Telecommunications Sales](#)

Science



Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.

[Environmentalists](#)
[Environmental Specialists](#)
[Biologists](#)
[Geologists](#)
[Chemists](#)
[Physicists](#)
[Nuclear Scientists](#)

Delegative Management



Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.

[Property Managers](#)
[Hotel, Club & Restaurant Managers \(1\)](#)
[Hotel, Club & Restaurant Managers \(2\)](#)
[Tangible Sales Managers](#)
[Intangible Sales Managers](#)
[Insurance Sales Managers](#)
[Bank Managers](#)
[Controllers](#)
[Public School Administrators](#)
[Nursing Home Administrators](#)

Direct Tangible Sales



Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.

[Clothing/Jewelry/Cosmetic Sales](#)
[Merchandise Sales](#)
[Retail Sales](#)
[Appliance Sales](#)
[Furniture Sales](#)
[Auto Sales](#)

Engineering/Technology



(continued next page)

Expertise in engineering, science, or traditional computer applications; include

[Medical Technicians](#)
[Medical Equipment Technicians](#)
[Computer Operators](#)
[User Assistance](#)

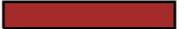
[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)



JOHN Q. PUBLIC

04 November 2010

JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<p>Engineering/Technology</p> <p>(continued)</p> <p>computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.</p>		<p>Computer Programmers</p> <p>Computer Systems Analysts</p> <p>Computer Systems Engineers</p> <p>Technical Trainers</p> <p>Geophysicists</p> <p>Petroleum Engineers (1)</p> <p>Petroleum Engineers (2)</p> <p>Oil & Gas Production Engineers</p> <p>Civil Engineers</p> <p>Electrical Engineers</p> <p>Chemical Engineers</p> <p>Mechanical Engineers</p> <p>Industrial Engineers</p> <p>Research Engineers</p> <p>Agriculture (1)</p> <p>Agriculture (2)</p>	
<p>Enforcement/Security</p> <p>Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.</p>		<p>Enlisted Military</p> <p>Firefighters & Paramedics</p> <p>Police</p>	
<p>General Administrative</p> <p>General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.</p>		<p>Receptionists</p> <p>General Office Clerk</p> <p>Communications Clerk</p> <p>Secretaries</p> <p>Administrative Assistants</p>	
<p>Petrochemical</p> <p>Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.</p>		<p>Oil Field Operations</p> <p>Oil Field Drilling Work</p> <p>Chemical Plant Maintenance</p> <p>Chemical Plant Operators</p> <p>Chemical Plant Technicians</p>	
<p>Directive Management</p> <p>(continued next page)</p> <p>Managing and leading through professional expertise and force of personality. Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering,</p>		<p>Operations Managers</p> <p>Manufacturing Managers</p> <p>Construction Managers</p> <p>Petrochemical Plant Managers</p> <p>Telecommunications Managers</p> <p>Utility Company Managers</p> <p>Military Officers</p> <p>Police Department Managers</p> <p>Grocery Store Managers</p>	

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)



JOHN Q. PUBLIC

04 November 2010

JOB FAMILIES/JOB TITLES

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<p>Directive Management</p> <p>(continued) exploration, utilities.</p>			Information Center Managers
<p>Crafts/Technical</p> <p>Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.</p>			Semi-Skilled Construction Semi-Skilled Operations Semi-Skilled Manufacturing Maintenance Work, Operations Electricians Carpenters Machinists Manufacturing Foremen Heavy Equipment Operators Service Work Operations Stationary Engineers Mechanics Utility Field Work Electronics Technicians Drafting Printing Quality Assurance Safety Technicians Technical Trainers
<p>Numerical Administrative</p> <p>Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.</p>			Data Entry Clerks Bookkeepers Accounting/Billing Customer Service

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)



CAREER NARRATIVE YOUR CAREER GUIDE

Your career is more than participation. It is an emotional commitment to a particular project or goal. To maintain this commitment it is extremely important to make the right choice, be interested, sufficiently challenged and maximize your strengths and skills.

The Career Narrative Report provides this necessary summary information from the Organizational Focus and Job Families Reports in three areas critical to your future on the job:

- **CAREER ORIENTATION**
 - your innate predisposition
- **MANAGEMENT STYLES**
 - your preferred way to manage
- **JOB STRENGTHS**
 - your strategic potential for the job



CAREER NARRATIVE

YOUR CAREER NARRATIVE

CAREER ORIENTATION

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

People and communication oriented. Prefers direct communication involving selling, promoting, directing or motivating.

MANAGEMENT STYLES

Prefers to contribute and lead by utilizing personal expertise and knowledge for problem solving. Leading by example.

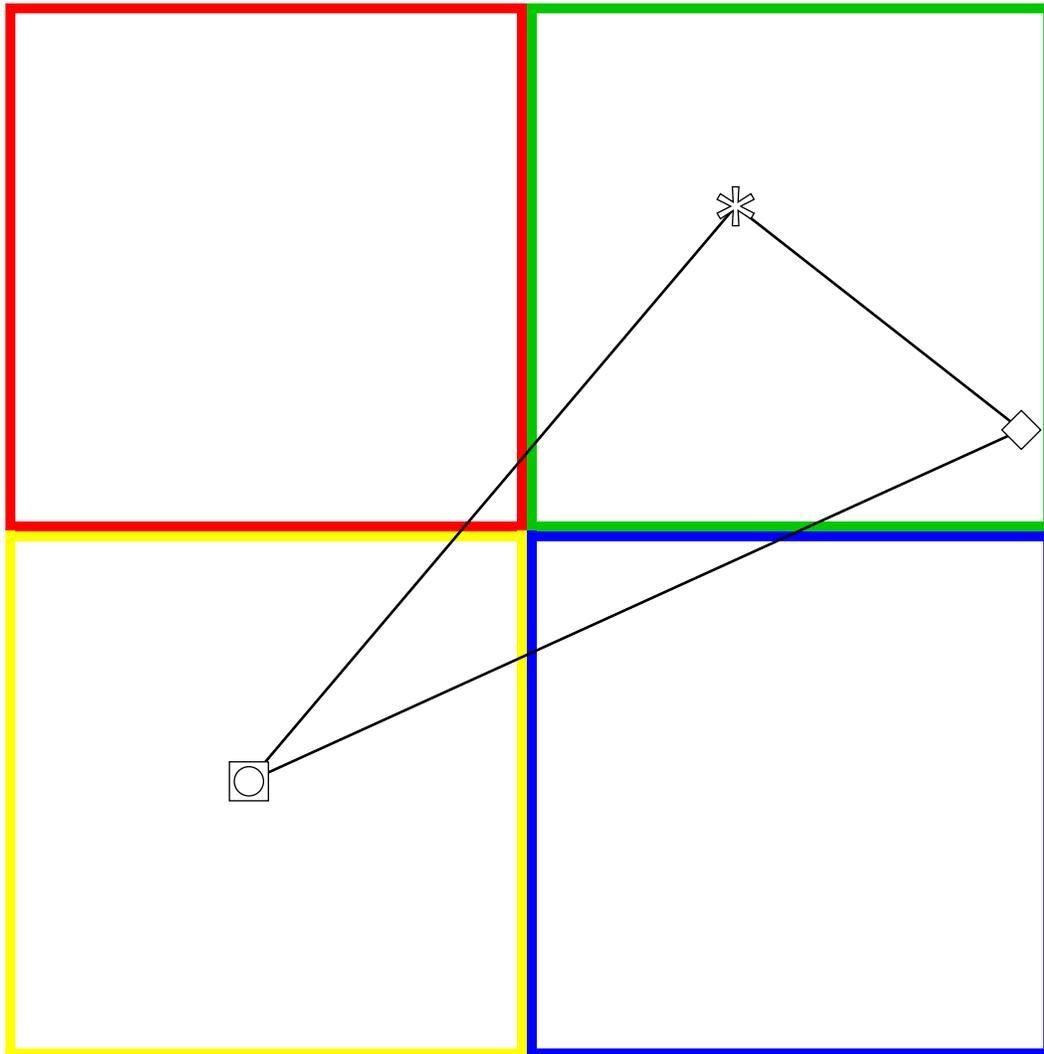
JOB STRENGTHS

YELLOW

* analyzing, auditing and reporting financial information; designing or implementing fiscal controls

LIFE STYLE GRID[®]

for
BX6396 JOHN Q. PUBLIC



TM

This is your **Life Style Grid Report**. It tells you the kinds of activities you're **interested** in, your **usual** style, your **needs**, and what is likely to happen to you under **stress**. In addition, it shows how you compare with other people in these areas. Use this information to help you **reach your personal and work goals**, **increase your productivity** and **build greater team effectiveness**.

BX6396 JOHN Q. PUBLIC

Page 1: Interests

The Asterisk is used to describe the activities people prefer. Activities towards the top of the Grid emphasize direct involvement (with a task or with people). Activities towards the left of the Grid emphasize the task rather than the people who do the task.



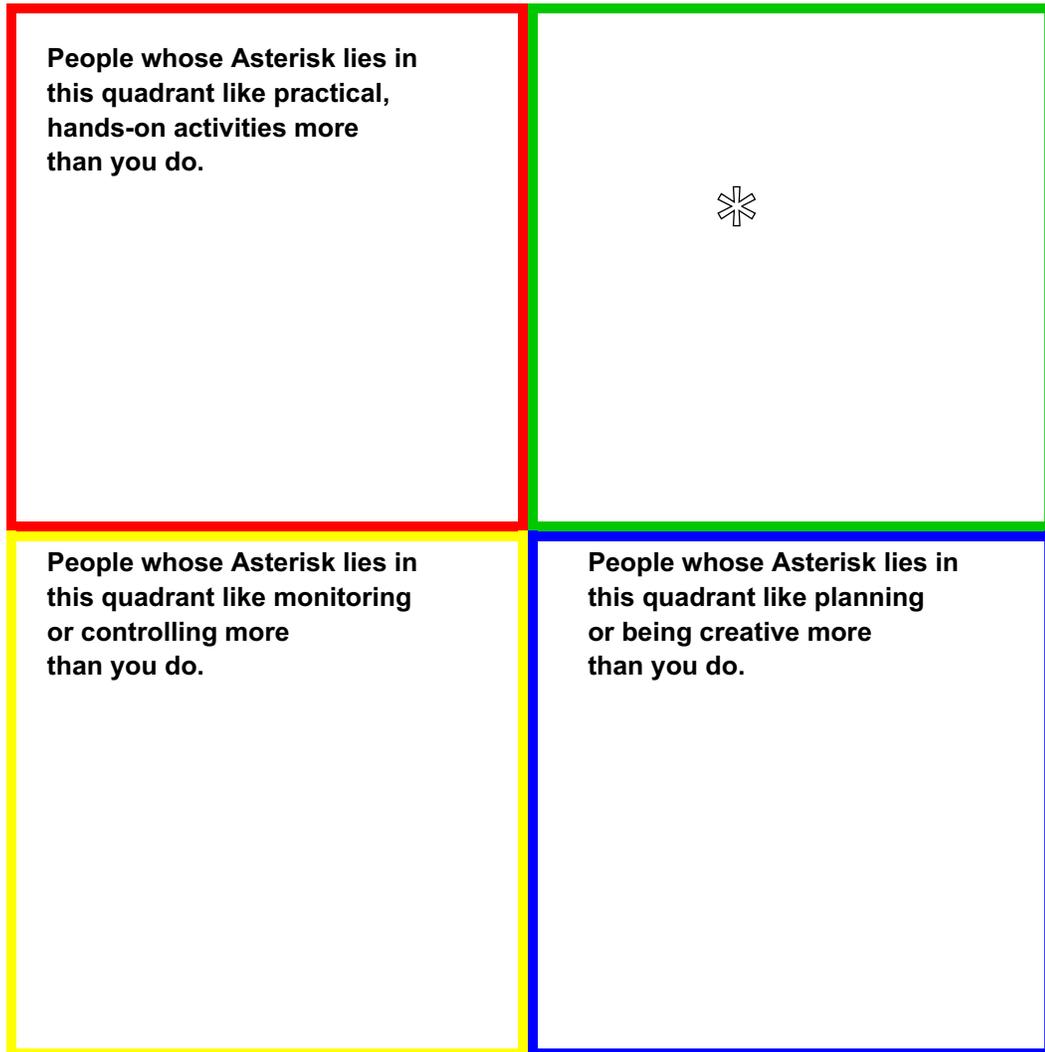
TM

Activities towards the bottom of the Grid emphasize indirect involvement (with a task or with people). Activities towards the right of the Grid emphasize people rather than the tasks that people do.

BX6396 JOHN Q. PUBLIC

Page 2: Your Interests

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.



TM

Your GREEN Asterisk shows that you like to:
sell or promote
direct people
motivate people
build agreement between people
persuade, counsel or teach

BX6396 JOHN Q. PUBLIC

Page 3: Usual Styles

The Diamond is used to describe people's Usual Styles. Diamonds towards the top of the Grid describe more outgoing, forceful styles. Diamonds towards the left of the Grid describe more objective and detached styles.



TM

Diamonds towards the bottom of the Grid describe lower-key styles. Diamonds towards the right of the Grid describe more subjective styles.

BX6396 JOHN Q. PUBLIC

Page 4: Your Usual Style

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 working effectively, you are generally persuasive and insightful.



TM

Your GREEN Diamond shows that you are usually:
responsive and independent
flexible and enthusiastic

You also tend to be:
selectively sociable
thoughtful
optimistic

BX6396 JOHN Q. PUBLIC

Page 5: Needs

The Circle describes the kind of support or motivation you need to show your Usual Style. People with the Circle towards the top of the Grid respond best to those who are forceful and outgoing. People with the Circle towards the left of the Grid need for others to be detached and objective.

<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">encourage group interactionoffer clear-cut situationsgive plenty to dobe direct and logical	<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">encourage competitionbe assertiveallow flexibilityintroduce novelty and variety
<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">encourage an organized approachpermit concentration on tasksoffer an environment of trustbe consistent	<p>People with the Circle in this quadrant need for others to:</p> <ul style="list-style-type: none">offer individual supportencourage expression of feelingsallow time for reflectiongive time for difficult decisions

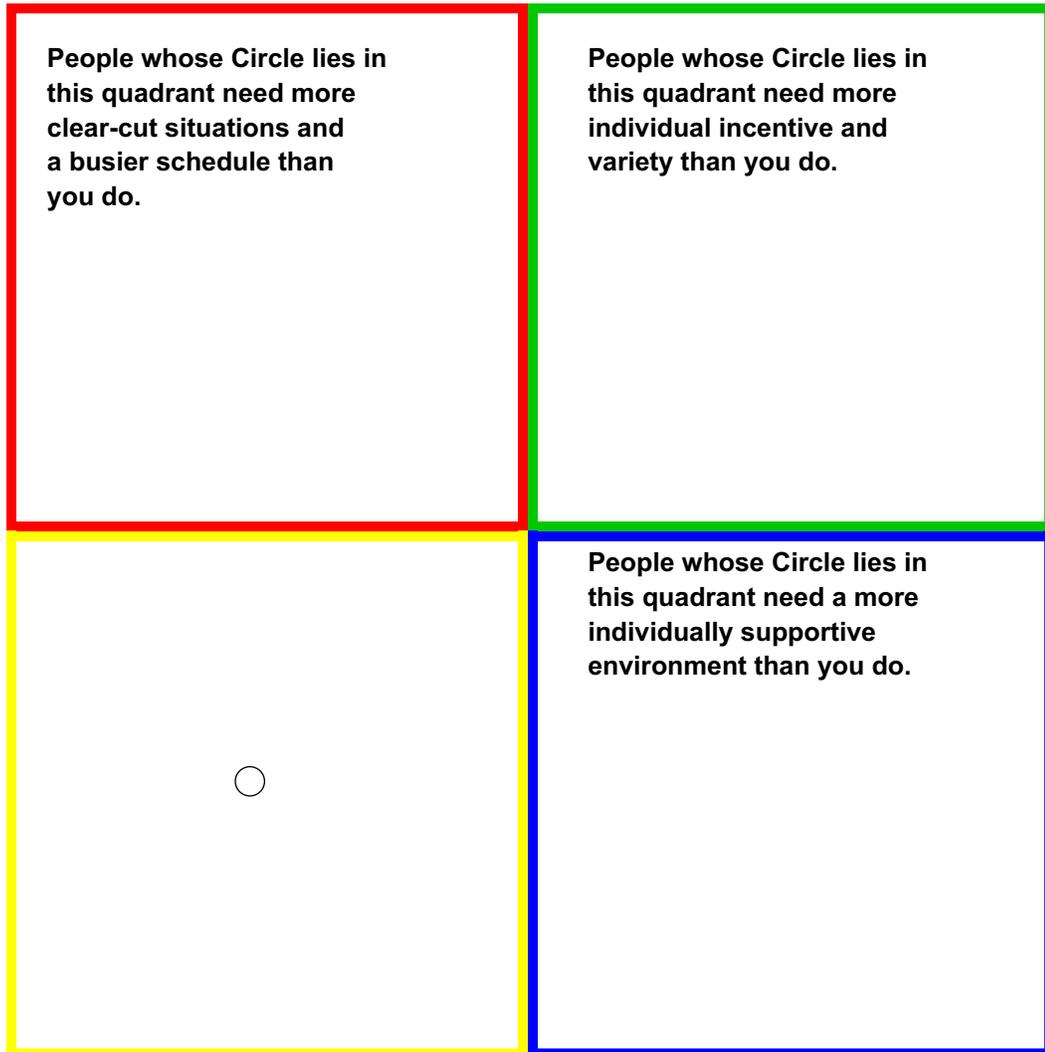
TM

People with the Circle towards the bottom of the Grid need for others to be low-key in approach. People with the Circle towards the right of the Grid respond well to an environment which encourages a subjective approach.

BX6396 JOHN Q. PUBLIC

Page 6: Your Needs

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.



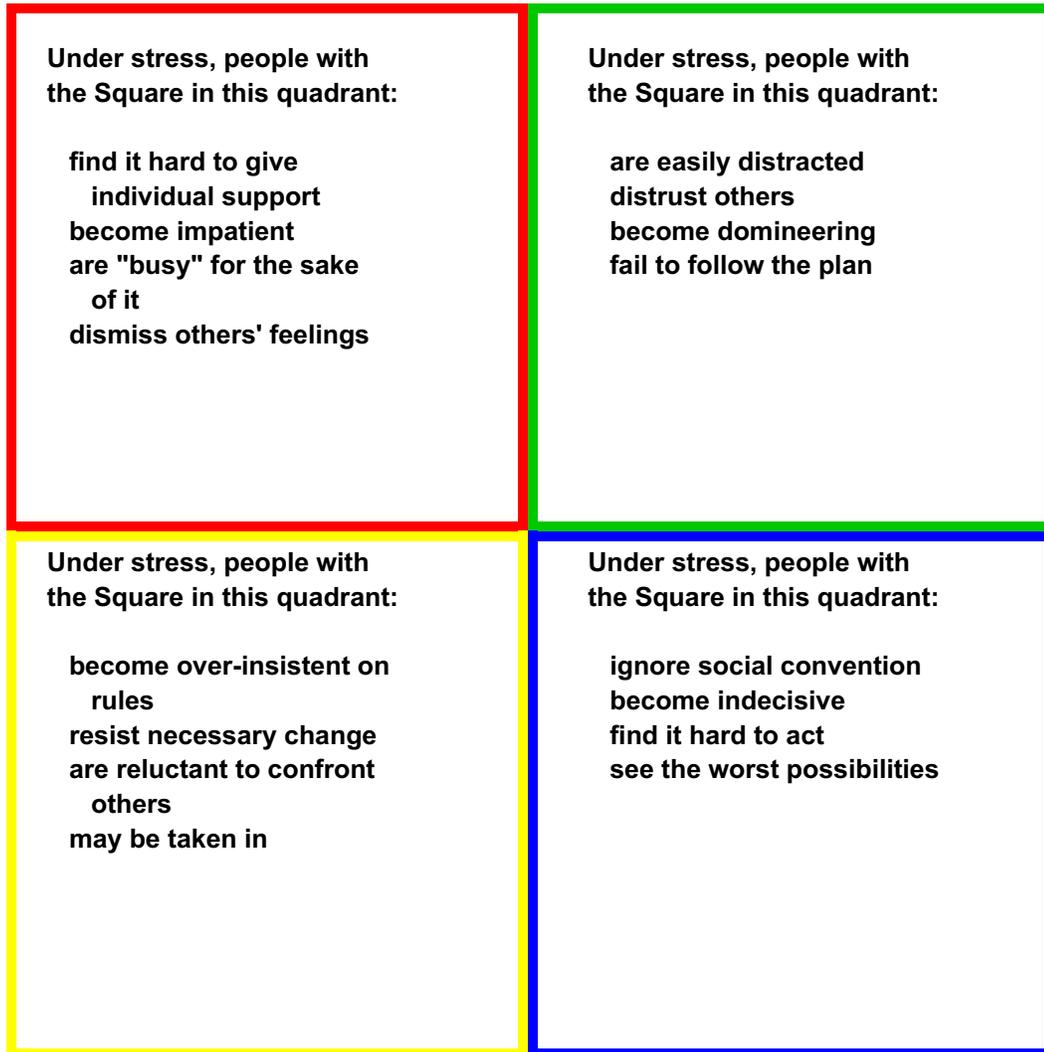
TM

Your YELLOW Circle shows that you are most comfortable when people around you:
tell you the rules
don't interrupt you unnecessarily
are democratic rather than assertive
encourage trust and fairness
invite your input

BX6396 JOHN Q. PUBLIC

Page 7: Stress Behavior

The Square describes your Stress Behavior -- your behavior when your needs are not met. People with the Square towards the top of the Grid may become too forceful and outspoken under stress. People with the Square towards the left of the Grid may become detached and analytical under stress.



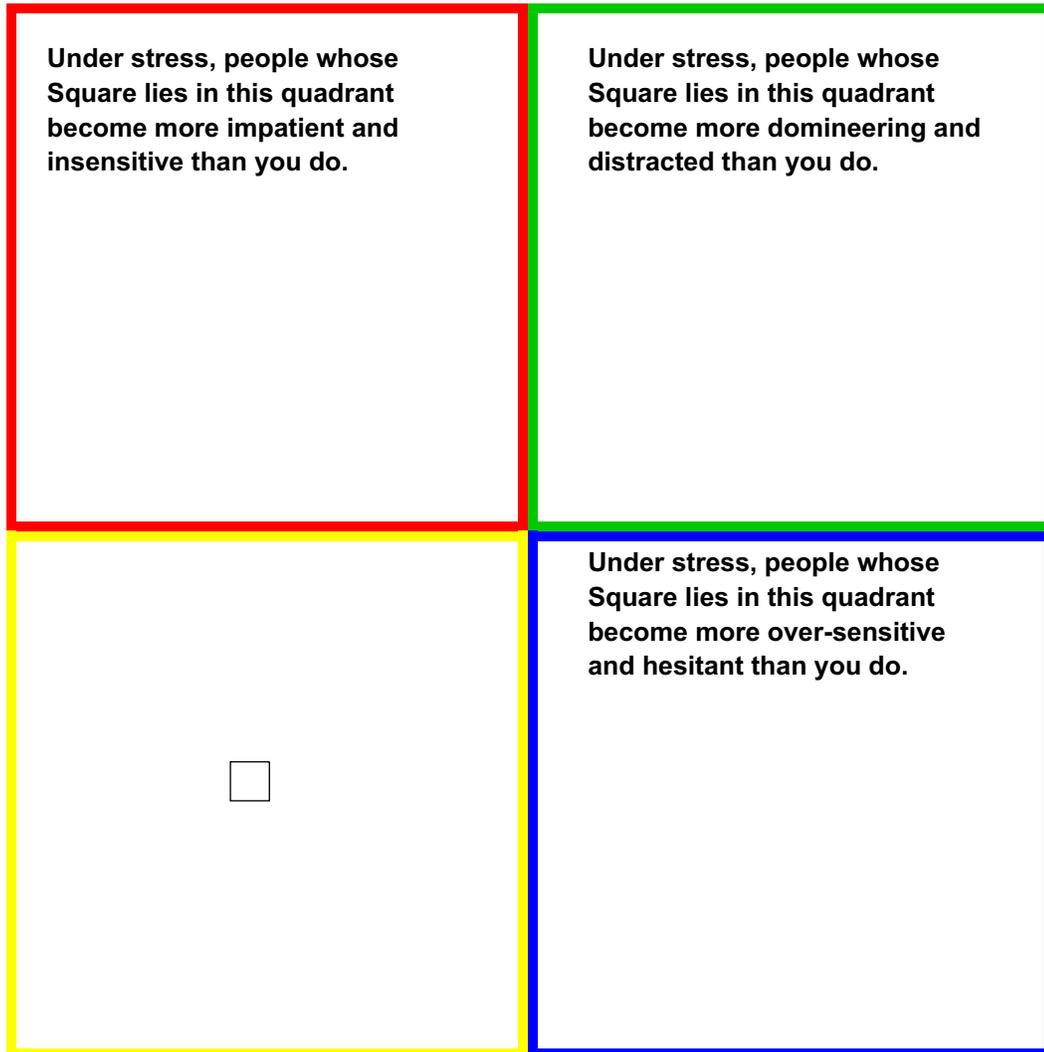
TM

People with the Square towards the bottom of the Grid may become withdrawn under stress. People with the Square towards the right of the Grid may become subjective under stress.

BX6396 JOHN Q. PUBLIC

Page 8: Your Stress Behavior

Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.



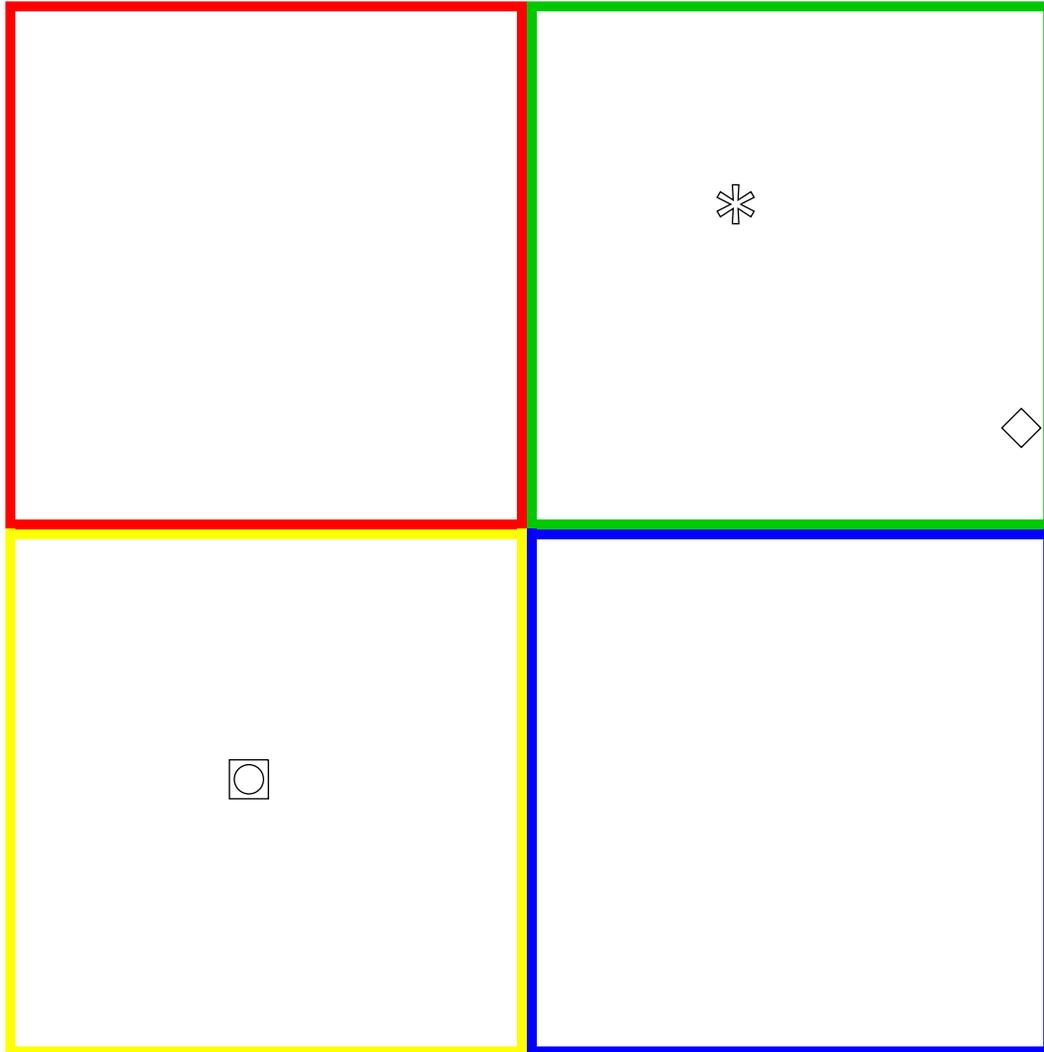
TM

Your YELLOW Square shows that your stress behavior may include your being:
over-controlling
resistive to change
conforming
quietly resistive
rigid

BX6396 JOHN Q. PUBLIC

Page 9: Your Life Style Grid

This page provides a summary of the information presented in the preceding pages. The characteristics of your Asterisk, Diamond, Circle and Square are described below.



TM



(Green): You enjoy very people-centered activities which involve presenting ideas and influencing the thinking of others.



(Green): When you are working effectively, you tend to be persuasive and insightful.



(Yellow): To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.