

A CUSTOM

BIRKMAN

REPORT SET

THIS REPORT WAS PREPARED FOR:
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HOW YOU PREFER OTHERS WORK WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Be direct and straightforward
- Don't force group interaction on you constantly
- You need to see your manager as an authority figure, if you are to avoid overstepping your bounds
- Don't distract you with multiple concerns if it can be avoided



YOUR LEADERSHIP STYLE

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- An unselfconscious leader, direct and to the point, you prefer others to be frank with you
- Strongly directive and commanding, you need to see a similarly authoritative figure in others
- A reflective leader, at home in ambiguous or complex situations



BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Beating about the bush with you
- Forcing you to participate unnecessarily in group activities
- Failing to make it clear exactly who is in charge
- Interrupting when you are concentrating



WHAT KIND OF TEAM PLAYER ARE YOU?

The following statements are generated from your Component Usual scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

No individualized statements were generated for this respondent. The reason for this is that you tend to be moderate in behavior and in your reactions to others. You usually find little difficulty in working with other team members, and they in turn should not find it necessary to make special allowances for you



HOW YOU SEEK TO INFLUENCE OTHERS

The following statements are generated from your Component Usual scores (effective approach) and Component Stress scores (less effective approach). Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

Effective approach

- Talk directly to people in one-on-one encounters, believing that this demonstrates your respect for them
- Believe that outlining a structured plan and getting others to buy into it is the most effective approach
- Use your natural authority to command the attention and agreement of others
- Like to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of your ideas
- Tend to offer an idea in terms of key actions steps and seek agreement on those
- Like to emphasize a variety of approaches to and benefits of the idea you are promoting

Less effective approach

- Can fail to realize when you have alienated others by being too direct and forthright
- In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- Can see disagreement as a challenge to your authority: can become domineering, seeing criticism as a threat to your "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- Can let your attention wander; inclined to follow others' focus on side issues, to the detriment of the main idea



MOTIVATING YOU FOR BEST PERFORMANCE

The following statements are generated from your Birkman Interests scores and your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Respond readily to opportunities to influence others directly
- Particularly responsive to situations where you can help others
- Motivated by tasks involving numbers or statistics
- Prefer direct, no-nonsense instructions and encouragement
- Are most self-motivated when allowed some time to work alone or with a very small group
- Most effective when directed by someone you see as a natural authority figure
- Let you concentrate -- others shouldn't interrupt if it's avoidable



ORGANIZATIONAL FIT

The following statements are generated from your Work Styles scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You think in terms of classic organizational structure; you relate well to the formal management structure of the large organization
- You prefer to manage using a combination of formal management training and field experience; you are inclined to be doubtful of those who are over-dependent on management theory, or of those whose management background is purely experiential
- You tend to be motivated primarily by the inherent interest you have in work or in its results, rather than by work for its own sake
- You can be something of a free-wheeler; you tend to base your actions on what benefits the organization or your immediate group rather than on corporately mandated or abstract values
- You are something of a free spirit; you may be less predictable than other people in terms of your response to the corporate "line" and more inclined to follow your own way of thinking



THE EFFECT OF INTERESTS ON YOUR WORK

The following statements are generated from your Birkman Interests scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You have an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
- You have above-average interest in promoting ideas, products, or services
- You have an unusual combination of promotional interest and an affinity for numbers. You might be effective in pre-sales or post-sales work, selling financial products or services, or positions which involve some accounting work with selling activities
- You bring a level of curiosity - perhaps an investigative or research focus - to the work that you do
- You are likely to respond well to positions which involve helping people
- You are more interested in work which helps other people than might be suspected from the rest of your interests
- You are more attuned to working with numbers than people who share your general interests
- You are not likely to be interested in positions which involve reading or writing



RELATIONAL DISRUPTERS

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

SECTION A: How you may upset others without intending to do so

- You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- You are organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them
- You are a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize
- You have a natural competitiveness, and this can disturb those co-workers who think more in terms of general rather than individualized rewards
- You are naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers
- You are able to multitask fairly easily, and some co-workers may need more time to focus their attentions than you realize

SECTION B: How others may unintentionally annoy you

- You may become impatient with co-workers who find it hard to talk with you directly and frankly
- You can tend to be less responsive to requests for meetings that come from others, suspecting that such meetings may be a waste of your time
- You can think that co-workers who prefer to use guidance rather than commands or orders are ineffective at directing others
- You can feel resentful when you are interrupted in some task where you are concentrating hard



RELATIONAL DISRUPTERS

SECTION C: Avoiding "derailers" and becoming more effective

- Give some co-workers a little more time. Identify those associates who can find it hard to be direct with you. Allow them a little more time to feel comfortable in one-on-one sessions with them
- Be friendly. Push yourself to participate in those little social rituals with co-workers. Be present for at least some of their informal group interactions. Learn to value the power of larger meetings that are not called by you
- Rein yourself in over authority issues. Learn daily which situations can benefit from asking, "What do the rest of you think?" Learn to be patient with those who find it hard to speak up
- Understand that some co-workers do better when they divide their attention between tasks instead of focusing on one thing. Where it is possible, allow them to do this



YOUR STRENGTHS

Now let's identify the strengths that make you uniquely you. These strengths were generated based on your Birkman Interests scores and Birkman Component scores. Carefully read each statement and check the ones that are most significant to you.

- You like influencing people directly, persuading them to your point of view or training them
- You enjoy and can be effective at helping other people and making their lives better or more productive
- You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
- You are straightforward and find it fairly easy to speak your mind, even with superiors
- You are structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- You are competitive, and are prepared to work hard in order to be the best
- You have a high energy level, and like to be busy doing things rather than thinking about them
- You like to have plenty of variety in your work, and to have more than one task to do at a time



YOUR POSSIBLE CHALLENGES

The following statements are generated from your Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Can be unaware of the extent to which you are brusque or dismissive
- Can ignore social convention
- Become domineering, even aggressive
- Too tempted by short-term payoffs and by winning at any price
- Find it hard to concentrate, are too easily distracted