

BIRKMAN SIGNATURE REPORT

THIS REPORT WAS PREPARED FOR
JOHN Q. PUBLIC (BX6396)
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WHAT'S IN YOUR BIRKMAN REPORT?

JOHN Q. PUBLIC



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WELCOME

This section provides background information on The Birkman Method® and outlines the purpose and benefits of your Signature Report.

WELCOME

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Background

The Birkman Method is a powerful tool that identifies your strengths, behaviors, motivations, and interests.

The Birkman Method is reliable.

This means that the results of the assessment remain relatively stable over time.

The Birkman Method is valid.

This means that statistical studies have been and continue to be conducted to ensure that the assessment measures what is intended.

Purpose

When you have finished reviewing your report you will know more about yourself, what makes you unique, and how this impacts you and those with whom you interact. Being empowered by this information will help you in virtually all parts of your life.

Specific benefits include:

- Learning what interests you at work and at home
- Discovering what behaviors others notice about you
- Articulating your unique strengths and opportunities
- Exploring your career interests with scientifically-backed data

For over **70 years**, The Birkman Method® has been helping people reach further with our unique yet scientific approach to behavioral & occupational assessments. Used by millions of people and the **world's best companies** to:

- > develop leaders
- > improve teamwork
- > explore careers
- > select talent
- > increase sales and productivity

What do you hope to learn from your Birkman Signature Report?

BIRKMAN COLOR KEY

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We take these four colors seriously at Birkman. Our use of color becomes shorthand for understanding fundamental differences between people. Below is a breakdown of the significance of each Birkman color.

RED	DOER RED is the Birkman color for people who prefer to make quick decisions and get results. Reds are direct and action-oriented and give full attention to the task at hand. Reds enjoy building, working with their hands, organizing people and projects, solving practical problems, and producing an end product they can see and feel. Reds are objective, energetic, commanding and enjoy team competition. Reds get results through action.	COMMUNICATOR GREEN is the Birkman color for people with a strong desire to communicate and work with people. Every time you see a Green, they are selling, persuading, promoting, motivating, counseling, teaching or working with people to get results. Greens who believe in a product, service or idea can communicate about it with ease and a natural confidence. If you want someone to win friends and influence people, a Green is your person for the job.	GREEN
YELLOW	ANALYZER YELLOW is the Birkman color for people who love working with processes, details, definitions and rules. Yellows enjoy doing careful and detailed calculations, scheduling, recordkeeping, and establishing systematic procedures. They are usually comfortable with numbers, place a high priority on being fair, and are cautious and thorough in analysis. Yellows are task-oriented and often prefer indirect communication methods including forms, rules and regulations. If you need to get organized, find a Yellow.	THINKER BLUE is the Birkman color for the concept and idea person. Blues love innovation, being creative and long-term planning. They enjoy abstract thinking and discovering new ways to solve problems. Blues thrive on generating fresh ideas and coming up with the most viable solutions for the problem at hand. Blues tend to be introspective, and while they love originality and innovation, they may need to be around other creative individuals to trigger the spark.	BLUE

YOUR BIRKMAN MAP

Your Birkman Map® provides an aerial view of who you are and allows you to see how and where you fit into the big picture.

BIRKMAN MAP

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



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



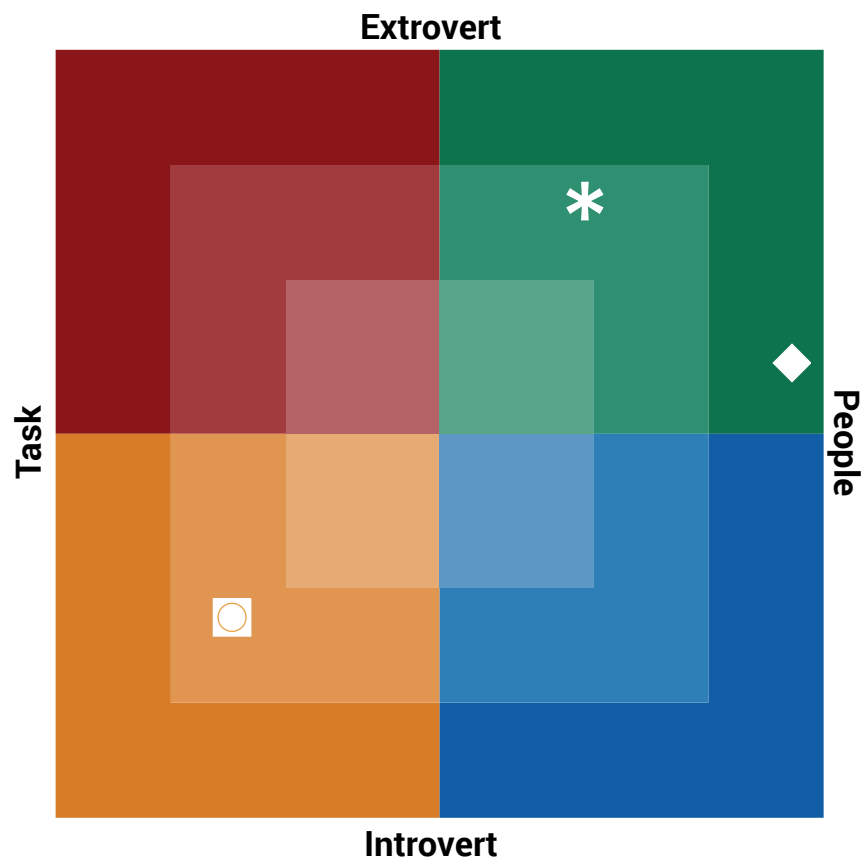
USUAL BEHAVIOR - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive style. This is how other people see you. Usual Behavior is how you act when your Needs have been met.



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



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





EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

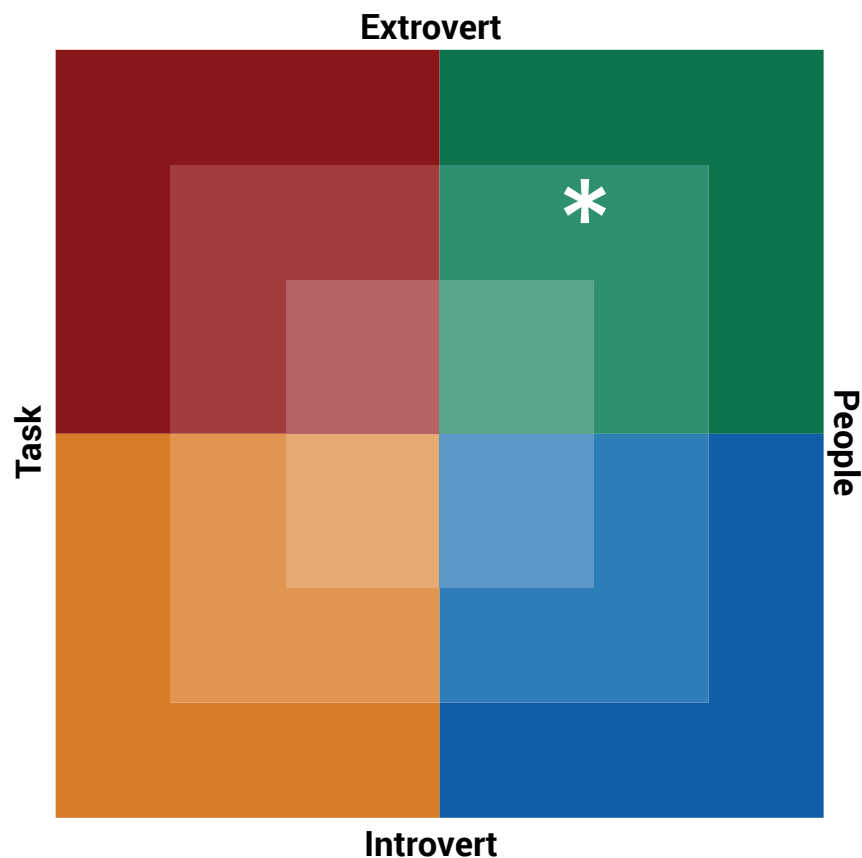
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

Interests in the GREEN quadrant include:

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

Your Asterisk shows that you like to:

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





EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

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

Usual Behaviors in the GREEN quadrant include being:

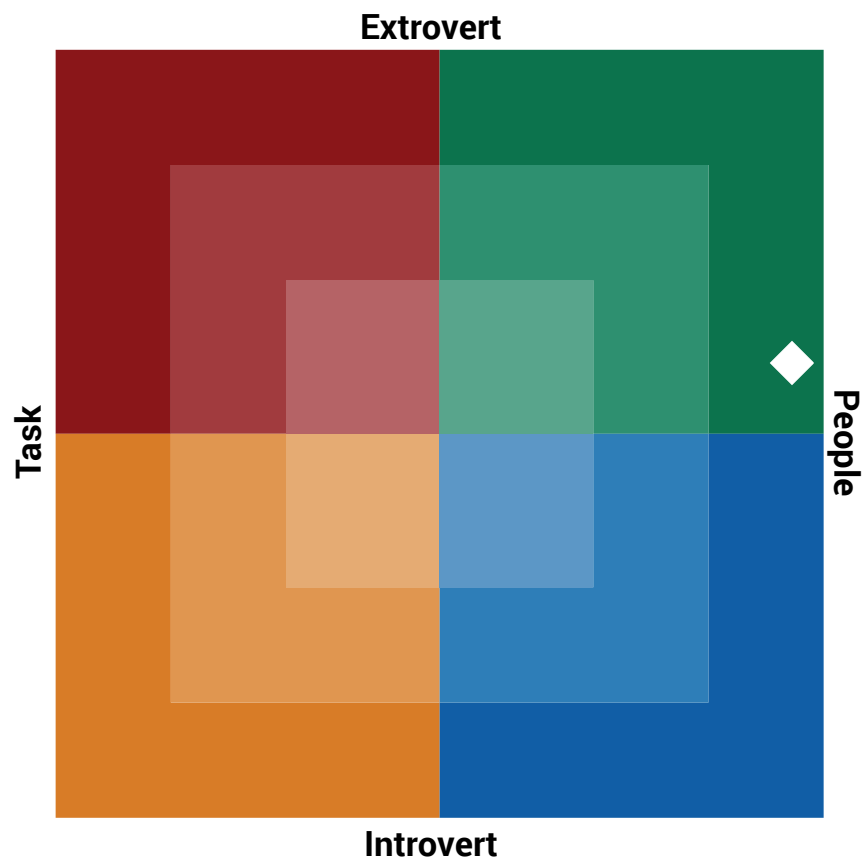
- competitive
- assertive
- flexible
- enthusiastic about new things

Your Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

Your Diamond shows that you also tend to be:

- selectively sociable
- thoughtful
- optimistic





EXPLANATION OF YOUR NEEDS (THE CIRCLE)

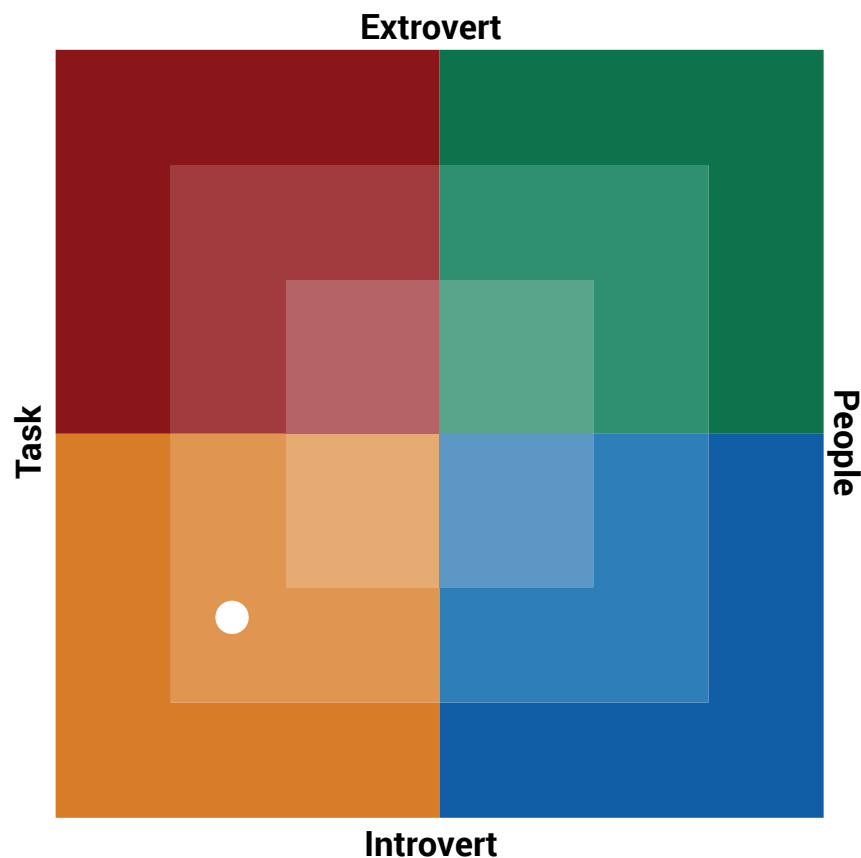
The support you need to develop your Usual Behavior is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.

Those with Needs in the YELLOW quadrant want others to:

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

Your 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





EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

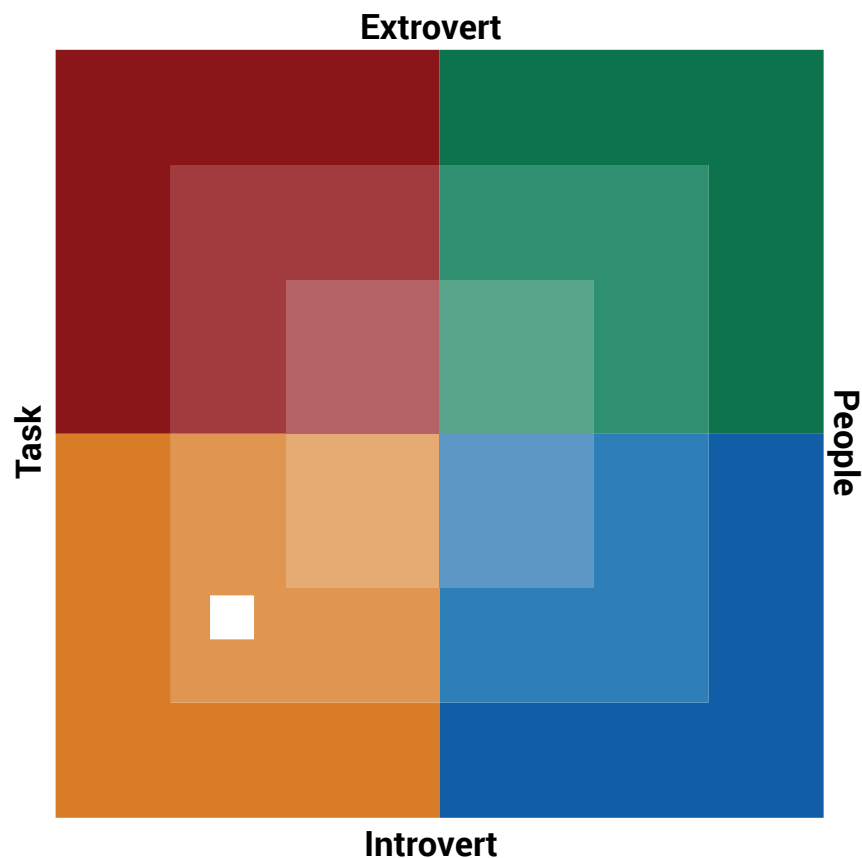
Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.

Those with Stress Behaviors in the YELLOW quadrant:

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

Your Square shows that under stress you may become:

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

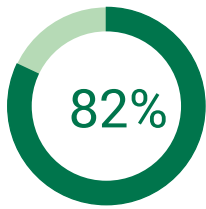


YOUR INTERESTS

This section looks at your interests. High scores indicate activities you enjoy. Low scores indicate areas you would prefer to avoid. Interests do not always translate to skill but do represent important motivators.

BIRKMAN INTERESTS

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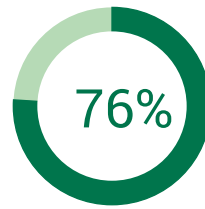


SOCIAL SERVICE

Helping, advocating for people

Activities include:

Teaching, counseling, volunteering

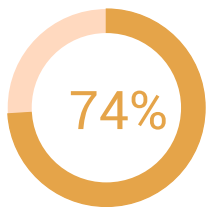


PERSUASIVE

Persuading, motivating, selling

Activities include:

Debating, influencing, promoting

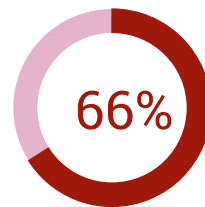


NUMERICAL

Working with numbers and data

Activities include:

Accounting, investing, analyzing

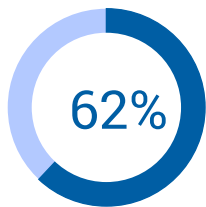


TECHNICAL

Hands-on work with technology and machinery

Activities include:

Programming, assembling, using gadgets

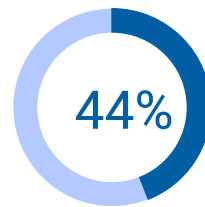


ARTISTIC

Creation, appreciation for arts, aesthetics

Activities include:

Painting, appreciating art, designing

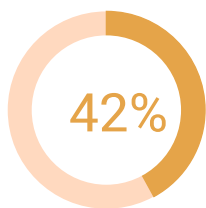


MUSICAL

Playing, singing or listening to music

Activities include:

Attending concerts, collecting and appreciating music

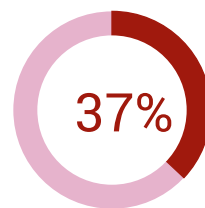


ADMINISTRATIVE

Systems, order and reliability

Activities include:

System tracking, record keeping, categorizing

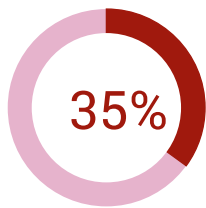


SCIENTIFIC

Research, analysis, intellectual curiosity

Activities include:

Investigating, exploring medicine, experimenting

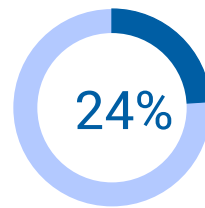


OUTDOOR

Work in an outdoor environment

Activities include:

Being outdoors, farming, gardening



LITERARY

Appreciation for language

Activities include:

Writing, reading, editing

YOUR BEHAVIORS

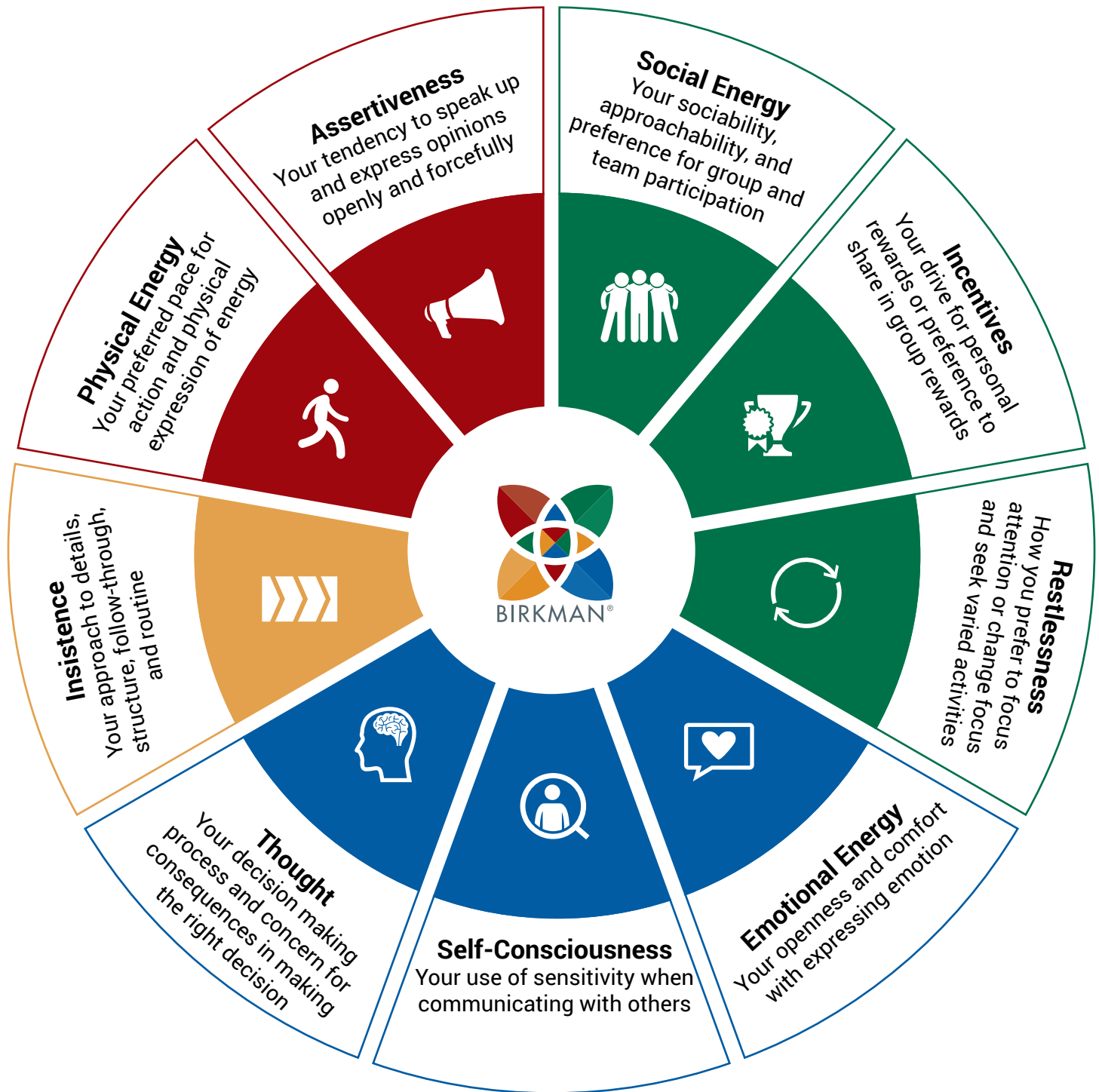
This section takes an in-depth look at how you behave and what makes you tick. This section will also explore how you are likely to react when you find yourself in stressful situations.

BIRKMAN COMPONENTS

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Birkman measures nine components of personality.



BIRKMAN COMPONENT DASHBOARD

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Social Energy

Usual
38

Needs
17



Physical Energy

Usual
76

Needs
41



Emotional Energy

Usual
64

Needs
64



Self-Consciousness

Usual
21

Needs
14



Assertiveness

Usual
87

Needs
75



Insistence

Usual
76

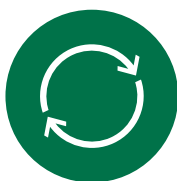
Needs
42



Incentives

Usual
71

Needs
34



Restlessness

Usual
90

Needs
6



Thought

Usual
62

Needs
62

USUAL, NEEDS & STRESS

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SOCIAL ENERGY

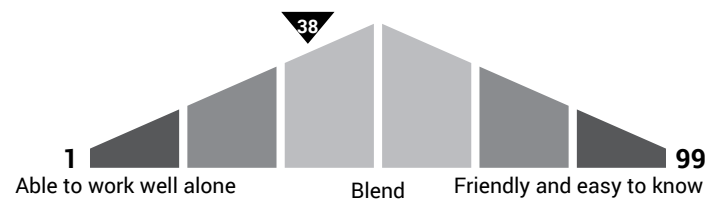
Your sociability, approachability, and preference for group and team participation

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.

Usual Behavior:

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

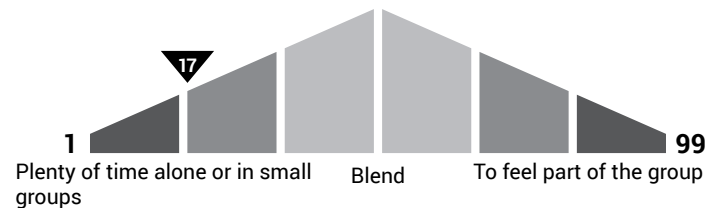
Usual Behavior



Needs:

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.

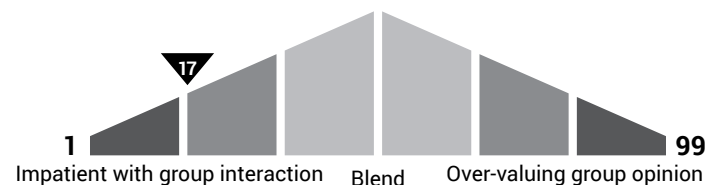
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- withdrawal
- impatience
- tendency to ignore groups

USUAL, NEEDS & STRESS

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PHYSICAL ENERGY

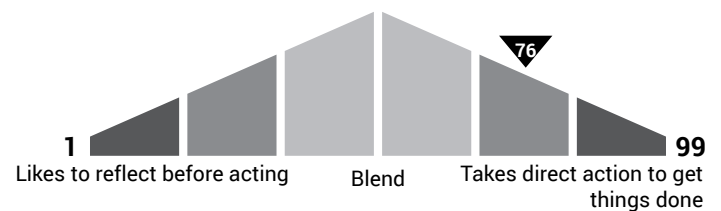
Your preferred pace for action and physical expression of energy

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.

Usual Behavior:

- enthusiastic
- energetic
- forceful

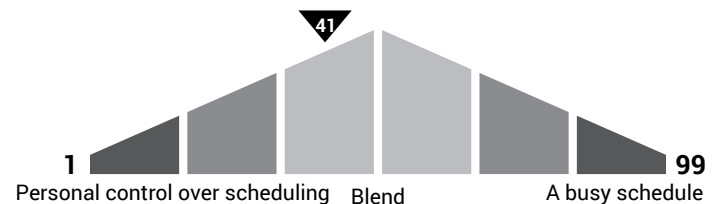
Usual Behavior



Needs:

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.

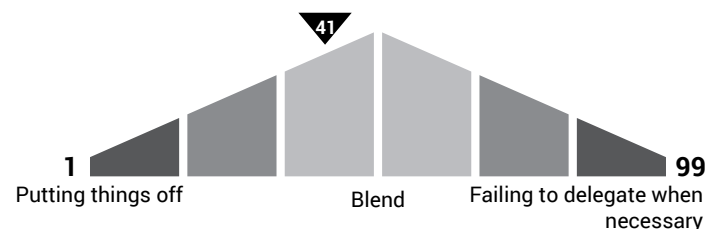
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- edginess
- feeling fatigued

USUAL, NEEDS & STRESS

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EMOTIONAL ENERGY

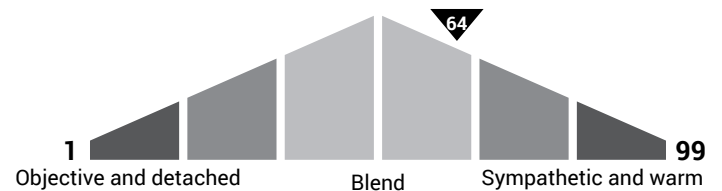
Your openness and comfort with expressing emotion

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.

Usual Behavior:

- objective, yet sympathetic
- warm, yet practical

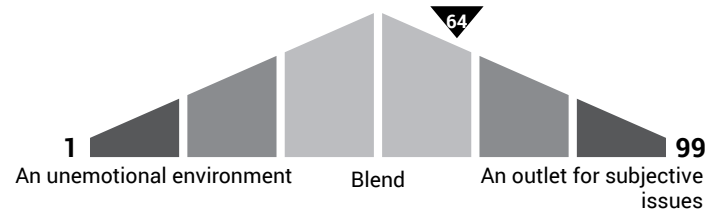
Usual Behavior



Needs:

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.

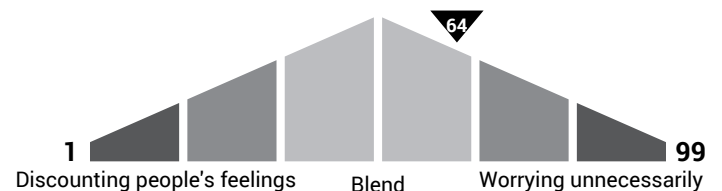
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- dejection
- becoming too impersonal
- loss of optimism

USUAL, NEEDS & STRESS

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SELF-CONSCIOUSNESS

Your use of sensitivity when communicating with others

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.

Usual Behavior:

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

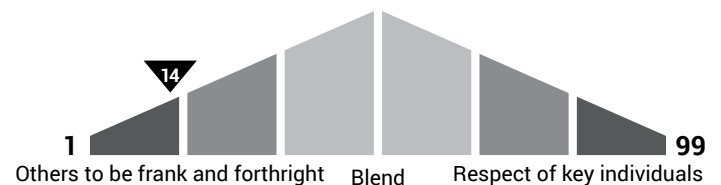
Usual Behavior



Needs:

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.

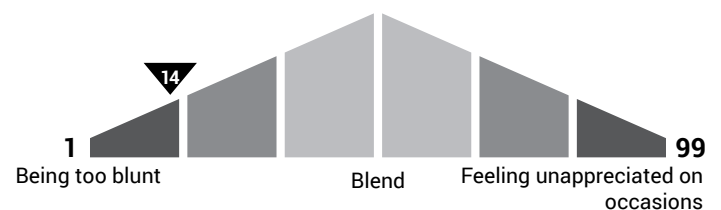
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- reduced concern for others
- detachment
- tactless statements

USUAL, NEEDS & STRESS

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ASSERTIVENESS

Your tendency to speak up and express opinions openly and forcefully

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.

Usual Behavior:

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

Needs:

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.

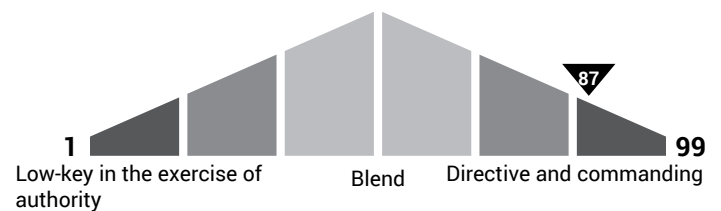
Causes of Stress:

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.

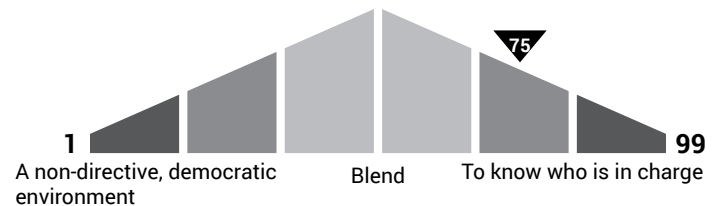
Possible Stress Reactions When Needs Are Not Met:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

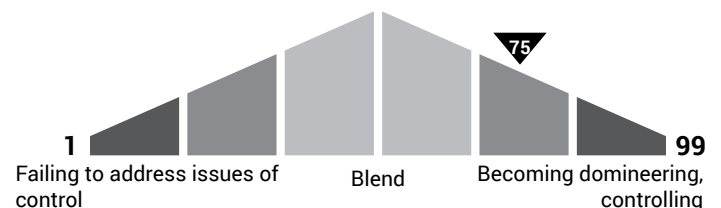
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS

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INSISTENCE

Your approach to details, structure, follow-through, and routine

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.

Usual Behavior:

- systematic
- detail-oriented
- procedure-minded

Needs:

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.

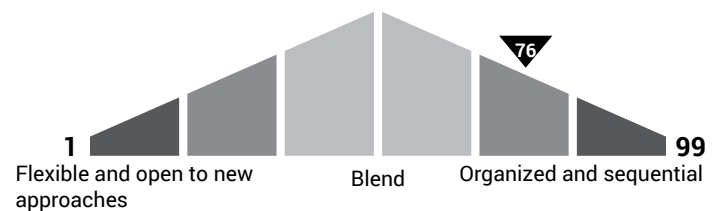
Causes of Stress:

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.

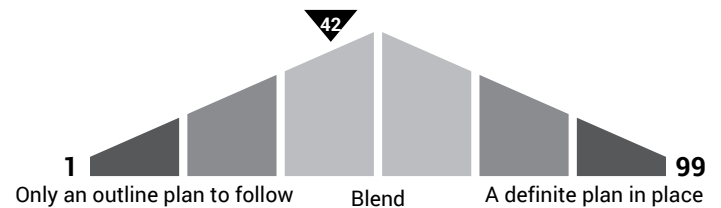
Possible Stress Reactions When Needs Are Not Met:

- de-emphasis on system
- over-controlling

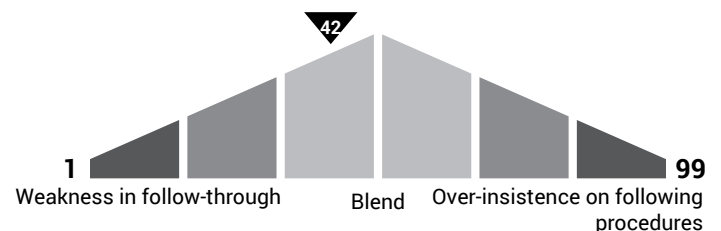
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS

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INCENTIVES

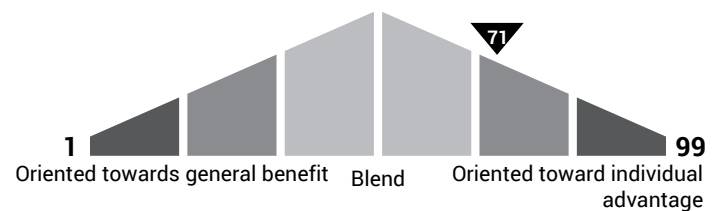
Your drive for personal rewards or preference to share in group rewards

By nature, you think in practical and competitive terms and are alert to methods that give you competitive advantage. You know how to handle people in practical matters and are resourceful in competitive situations.

Usual Behavior:

- likes competition
- opportunity-minded
- resourceful

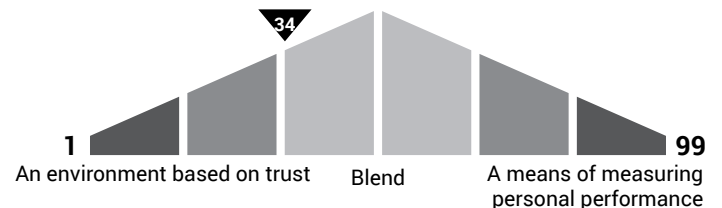
Usual Behavior



Needs:

However, your competitive skills are best put to use in situations that stress teamwork and opportunities to help others. The usefulness of your effort is just as significant to you as winning.

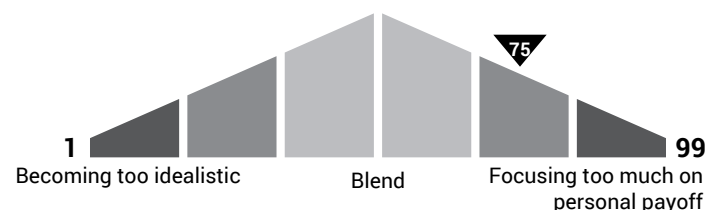
Needs



Causes of Stress:

Assuming that others are less competitive than is actually the case can catch you off guard. You have a deep-seated idealism which can on occasion result in disappointment.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- being self-promotional
- becoming distrusting
- opportunity minded

USUAL, NEEDS & STRESS

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RESTLESSNESS

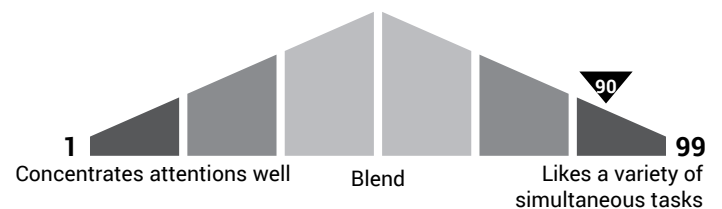
How you prefer to focus attention or change focus and seek varied activities

Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

Usual Behavior:

- takes changes in stride
- responsive and attentive
- adaptive

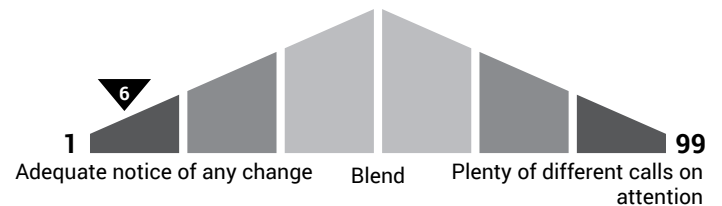
Usual Behavior



Needs:

However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

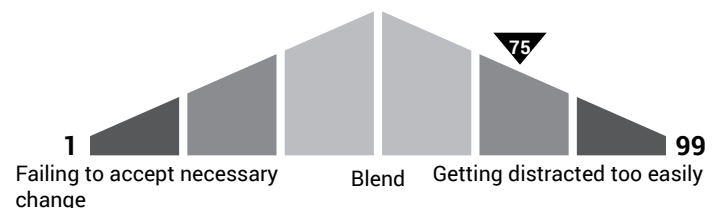
Needs



Causes of Stress:

Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- difficulty controlling restlessness
- concentration problems
- annoyance at delays

USUAL, NEEDS & STRESS

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THOUGHT

Your decision making process and concern for consequences in making the right decision

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.

Usual Behavior:

- thoughtfully decisive
- considers future and immediate consequences

Needs:

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.

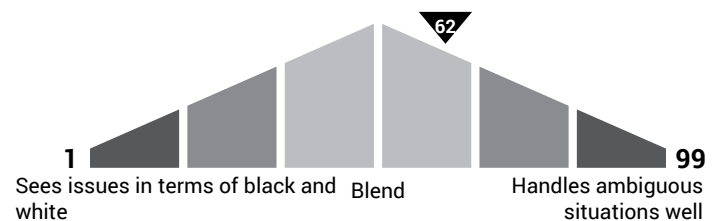
Causes of Stress:

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.

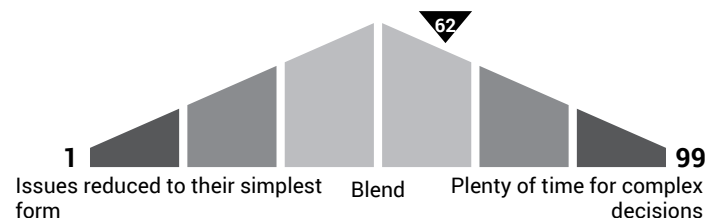
Possible Stress Reactions When Needs Are Not Met:

- delaying actions
- impatience

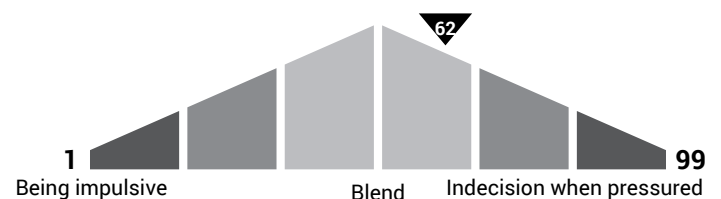
Usual Behavior



Needs



Stress Behavior





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 CAREER EXPLORATION

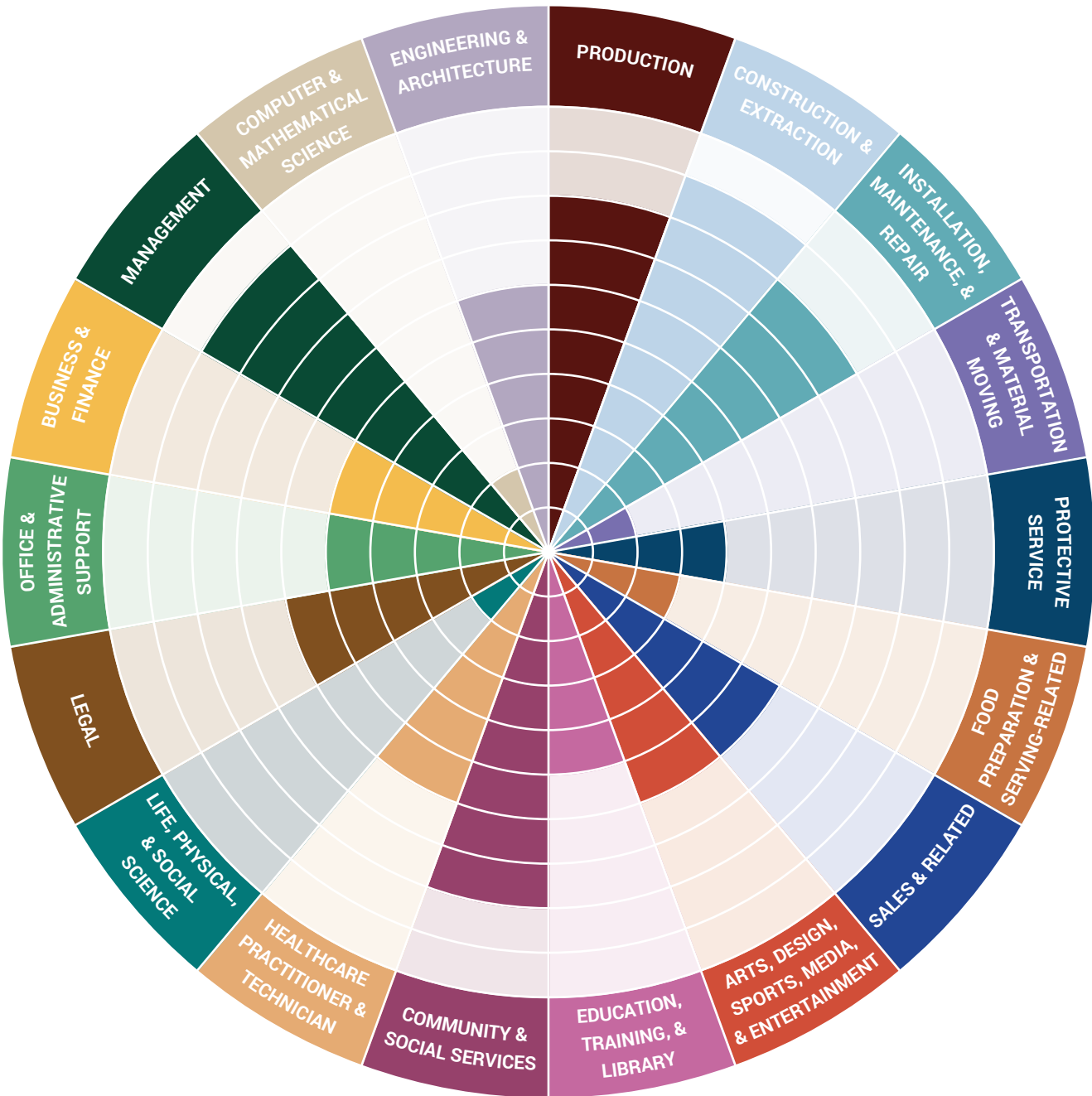
This section takes the information we have covered thus far and matches your personality profile to career families.

CAREER EXPLORATION OVERVIEW

JOHN Q. PUBLIC



The Career Exploration Overview is intended to expose you to the in-depth occupational information the Birkman measures. This page displays your strongest career options based upon your scores for Interests, Usual Behavior and Needs. This information will give you a better understanding of yourself and the careers in which you will be most comfortable.



Why might knowing this be helpful to you?

It depends on your career goals. If you are interested in exploring career fields, now or in the future, your Birkman results provide meaningful data around job families you may wish to consider and explore. They are not designed to be a predictor of success nor limit your exploration. Instead, we hope that you may use this data to formulate a deeper understanding of your ideal environments and the jobs you might enjoy.

CAREER EXPLORATION OVERVIEW

JOHN Q. PUBLIC



This section gives you additional information on the Job Families you most closely match.

Your Top 6 Career Areas to Explore



Construction & Extraction

Performing hands-on work functions related to the building of structures or the removal of materials from natural settings for use in construction or other applications. Duties may include bricklaying, carpentry, masonry, roofing, plumbing, inspecting integrity of structures according to building codes, mining, drilling, and disposal of construction by-products, using specialized tools and equipment.



Management

Planning, directing, and coordinating high-level activities within an organization. Duties may include managing personnel, creating budgets, developing and implementing strategies, creating organizational policies, and supervising company operations. These managerial functions are similar in nature across various industries and fields (e.g. engineering, sales, human resources, medical).



Community & Social Services

Counseling, rehabilitating, and/or supporting social and psychological matters of individuals, groups, or communities. Duties may include helping individuals maximize their mental and emotional well-being, cope with addictions, and lead healthy lifestyles, as well as providing spiritual, moral, or vocational guidance.



Installation, Maintenance, & Repair

Performing hands-on work functions related to the installation, maintenance, and repair of various machinery, systems, vehicles, and other serviceable equipment. Duties may include diagnosing, adjusting, servicing, and overhauling engines, telecommunications and/or security systems, heating, vacuuming, and air-conditioning units, and electronics.



Production

Producing, creating, and/or manufacturing a variety of products (e.g., food, lumber, electrical equipment, fabrics, metals, plastics, stones, fuel) through the operating of specialized tools and/or equipment. Duties may include baking pastries, binding books, cutting, shaping, and assembling furniture, assembling electronics, shaping molten glass, fabricating jewelry, welding metal components, among other specific production tasks.



Engineering & Architecture

Applying principles and technology of chemistry, physics, and other scientific disciplines into the planning, designing, and overseeing of physical systems and processes. Duties may include creating, testing, developing, and maintaining tools, machines, electrical equipment, buildings/structures, or other physical entities.

YOUR ACTION PLAN

It's time to put your learning into action!
This section allows you to document
your learning and commit to future
goals.

YOUR ACTION PLAN

JOHN Q. PUBLIC



TIP: You can type in the fields and save this PDF.

After reviewing this profile, what key points or insights did you gain about yourself or others? What might be the most relevant or valuable to you at this time?

What commitments, lessons learned, or areas for further exploration might you have?

Key Insights

Relevant Actions

Dates

What strengths could you build on? What areas could you develop?

Build

Develop

Who would benefit from knowing this information? What content could be most beneficial to share? Do you have a timeline to share these insights?

Who will you share this with?

What will you share?

By when will you do it?

How will you hold yourself accountable in continuing to learn and seek feedback?

SIGNATURE SUMMARY

JOHN Q. PUBLIC



BIRKMAN COMPONENTS



Social Energy

Usual	Needs
38	17



Physical Energy

Usual	Needs
76	41



Emotional Energy

Usual	Needs
64	64



Self-Consciousness

Usual	Needs
21	14



Assertiveness

Usual	Needs
87	75



Insistence

Usual	Needs
76	42



Incentives

Usual	Needs
71	34



Restlessness

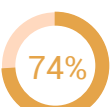
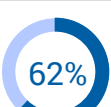
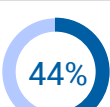
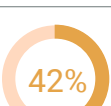
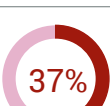
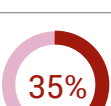
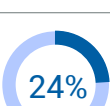
Usual	Needs
90	6



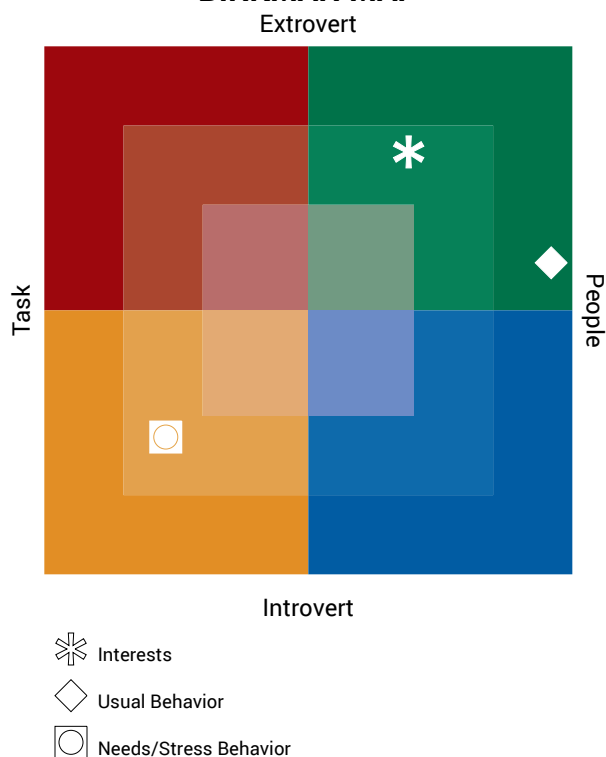
Thought

Usual	Needs
62	62

BIRKMAN INTERESTS

 82% Social Service	 76% Persuasive
 74% Numerical	 66% Technical
 62% Artistic	 44% Musical
 42% Administrative	 37% Scientific
 35% Outdoor	 24% Literary

BIRKMAN MAP





THE BIRKMAN METHOD® AND STRESS MANAGEMENT

We know that the ability to manage stress has vital consequences in our professional and personal lives. The Stress Management report specifically targets better self-management.

This seven-page report addresses three areas where stress can easily occur. Since few of us take the time to acknowledge or articulate our own needs, we may especially react to unmet needs in these situations:

- Interpersonal relationships
- Schedules and details
- Decision making

This Stress Management report offers information to help you manage your own individual Needs (as described by the Birkman behavioral Components) and to more easily avoid areas of potential Stress.

In each of these areas, the first page identifies some symptoms of Stress that you may express, feel or exhibit in this situation. The report then provides suggestions as to what you can do to prevent or at least minimize those behaviors that might further increase the Stress that you may be feeling. When asterisks also appear next to the title for a particular page, they indicate a greater intensity or priority of the information.

The second page of each section provides information that relates to your motivational Needs. When your Needs are generally met, you can more easily use your Usual Behaviors. This report also helps you understand what may be happening (which Need is not being met) when you do experience symptoms of Stress.

Finally, the report provides suggestions as to how you can proactively manage Stress by taking specific actions to meet your own Needs on an ongoing basis.

STRESS MANAGEMENT

JOHN Q. PUBLIC



STRESS OF INTERPERSONAL RELATIONS **

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Self-Consciousness* and *Social Energy* Components. Your Stress scores in these areas are 14 (*Self-Consciousness*) and 17 (*Social Energy*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Turn a cold shoulder to persons who seem to need your approval.
- Feel impatient when others try to address a problem in an indirect or diplomatic way.
- Feel uncomfortable when others try to praise you in front of others.
- Ignore casual conversation and greetings from others, or not speak until spoken to.
- Feel real impatience with group meetings, committee activities or work that involves several persons at once.
- Feel pressure when social obligations or situations require you to mix with strangers or casual acquaintances.

When these behaviors occur:

- Seek more opportunities to build bridges to individuals and groups and to deal with them in a caring and friendly manner.
- Smile, joke and pass the time of day with other people more often.
- Practice interacting with others in casual situations in a non-judgmental manner.
- Take the time to be an "old softy" on occasion.



MANAGING NEEDS FOR SELF-CONSCIOUSNESS AND SOCIAL ENERGY

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Self-Consciousness* and *Social Energy* Components. Your Stress scores in these areas are 14 (*Self-Consciousness*) and 17 (*Social Energy*).

Based upon these scores, it is likely that you need:

- Straightforward instructions
- Freedom from group pressures
- Praise that is free of sentiment
- Special time to be alone;
- Associates who speak up easily
- time to be quiet and think
- People who get to the point
- Individualized benefits
- Direct questions or corrections
- A few, close, one-on-one friends

In order to build resistance to or avoid stress in this area, we recommend that you:

- Identify a person or group that interacts with you in an objective manner and spend more time with that person or group.
- Build a hit list of things you know have gone well, and use it to help you gauge your success.
- Find opportunities to assess real signs of success and identify areas that you need to improve upon.
- Build a relationship with a "coach" who, without being shy about it, can help you evaluate how well you have done in a situation.
- Set aside quiet time for yourself every day; you need solitude to recharge.
- Take active steps to protect yourself from interruptions when you are working on an important or stressful task.
- Allocate at least one weekend a month just to be alone with that one person who is most important to you. The more difficult this is to do, the more important it is.
- Prepare yourself for big holidays or hectic social periods by spending more time being quiet and alone.



STRESS OF DEALING WITH SCHEDULES OR DETAIL

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Insistence* and *Restlessness* Components. Your Stress scores in these areas are 42 (*Insistence*) and 75 (*Restlessness*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Get bored with essential detail, and not follow through on schedule.
- Feel restless and impatient, and become distracted by little things.
- Have trouble exercising self-discipline or concentrating on the task at hand.
- Become annoyed by anything that delays action.
- Disrupt orderly processes in your impatience to get on to something new.

When these behaviors occur:

- Set up procedures to handle distractions during the most tedious or routine parts of a project.
- Check the progress of each task on a regular basis; avoid adding new priorities to the top of the list until old priorities are finished or formally abandoned.
- Remember that existing priorities must be attended to when accepting the challenge of a new project.
- Work to compartmentalize projects and stay focused on the task at hand.
- Develop a careful list of your tasks and responsibilities, and establish their relative priorities.



MANAGING NEEDS FOR INSISTENCE AND RESTLESSNESS

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Insistence and Restlessness* Components. Your Stress scores in these areas are 42 (*Insistence*) and 75 (*Restlessness*).

Based upon these scores, it is likely that you need:

- Freedom from close controls
- A minimum of structured routine
- Direct access to everyone
- Unusual and stimulating tasks
- Flexible rules and policies
- A minimum of abrupt changes in routine
- Consistently applied policies or rules
- Only one or two tasks at a time
- Protection from interruptions
- Predictable schedules and tasks

In order to build resistance to or avoid stress in this area, we recommend that you:

- Set aside times every week to follow some new interest or satisfy a new curiosity.
- Indulge your sense of adventure whenever possible; use vacations or hobbies to try new activities.
- Create frequent opportunities to discuss future goals, plans and activities with your family and/or co-workers.
- Make schedules that allow you flexibility in executing tasks and plans.
- Develop work schedules that allow you to spend significant periods of time on one project without interruption.
- Use time management skills, gatekeepers (official or otherwise) or any other means to protect yourself from distractions and disruptions when working on tedious tasks.
- Arrange major work schedules in such a manner that you can fit in a few interruptions without getting behind.
- Establish routines for the beginning or end of the day, however simple; they will provide background structure when life gets busy.

STRESS MANAGEMENT

JOHN Q. PUBLIC



STRESS OF MAKING DECISIONS

The Stress Behaviors surrounding decision-making issues relate to the *Physical Energy* and *Thought* Components. Your Stress scores in these areas are 41 (*Physical Energy*) and 62 (*Thought*).

Your Stress scores do not suggest that this is an area of significant concern for you.



MANAGING NEEDS FOR PHYSICAL ENERGY AND THOUGHT

The Stress Behaviors surrounding decision-making issues relate to the *Physical Energy* and *Thought* Components. Your Stress scores in these areas are 41 (*Physical Energy*) and 62 (*Thought*).

Based upon these scores, it is likely that you need:

- A minimum of prolonged activity
- Stimulation of new ideas
- Friendly, low-key surroundings
- Time for reflection
- Unhurried work conditions
- Time to think decisions through
- Support from others on decisions
- Opportunities to talk out worries
- Offers of assistance and help
- Cautious decision-making by others

In order to build resistance to or avoid stress in this area, we recommend that you:

- Plan schedules and projects so you can stop and think about where you have been and where you are going.
- Give more time to abstract or philosophical thought and activities.
- Avoid taking on too many projects or social obligations when things are getting hectic at work.
- Develop a relaxing, low-key hobby or recreation, and make use of the curative powers of this activity often.
- Build life goals and important plans carefully using thorough discussion with those close to you and advice from knowledgeable advisors.
- Develop close relations with patient and effective advisors who will reflect on your ideas with you and will help you think carefully about important issues.
- Keep abreast of major developments in your work area, so that you are ready to deal with issues when they arise and have a good idea of where to go for assistance or information.
- Remind those close to you that you need careful preparation before making a decision, and elicit their support in developing several options to consider.



YOUR LEARNING STYLE

The following statements are generated from your Birkman Interests 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.

- ☐ You enjoy projects which involve directly influencing the thinking of other people
- ☐ You relate well to topics or projects that deal with people, particularly social issues or matters
- ☐ You are likely to grasp numerical concepts quickly
- ☐ You like to be dealt with in a straightforward manner in one-on-one dealings with your tutor
- ☐ You prefer to be instructed in a small-group setting, or even alone where that is possible
- ☐ You do best when you can see your instructor as a natural authority figure
- ☐ You are fundamentally more concentrative than may sometimes be realized: you need opportunities to focus your attention for best performance



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



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



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



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



HOW YOU PREFER OTHERS TALK TO 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.

- ☐ Get to the point. Don't worry too much about hurting your feelings
- ☐ If the subject is important, talk to you alone
- ☐ Don't be afraid to disagree openly with you as long as you appear to be relishing active debate
- ☐ Keep irrelevant matters to an absolute minimum



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



HANDLING CONFLICT

The following statements are generated from your Component Usual, Component Need and 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.

SECTION A: Your effective approach to handling conflict

- ☐ Engage directly with key players, instead of attempting to avoid the issue
- ☐ Prefer to take a structured or step-by-step approach to dealing with conflict
- ☐ A naturally authoritative person, you find it easy to direct conflict situations, even if other people try to dominate
- ☐ Understand that people are often in conflict because each one of them wants to win, and so look for solutions that can preserve that competitive element between them
- ☐ See action rather than reflection as the key to solving conflict issues
- ☐ You believe that it's often the secondary issues that cause conflict, and you like to investigate those

SECTION B: Your less effective approach

- ☐ Can be too terse and direct with some individuals, sometimes upsetting them without realizing it
- ☐ Can be too resistive in handling conflict issues in a group setting
- ☐ Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people
- ☐ Conflict can become an opportunity for you to win, perhaps at the expense of others
- ☐ Secondary or less relevant issues can start to assume a disproportionately large importance



HANDLING CONFLICT

SECTION C: Increasing your effectiveness

- ☐ Get advice and input from key individuals who will be direct and straightforward with you
- ☐ If possible, get away from the group for at least a while and reconsider the issues
- ☐ Make sure you know who is "in charge"
- ☐ Try to limit distractions when you are focusing on the issue