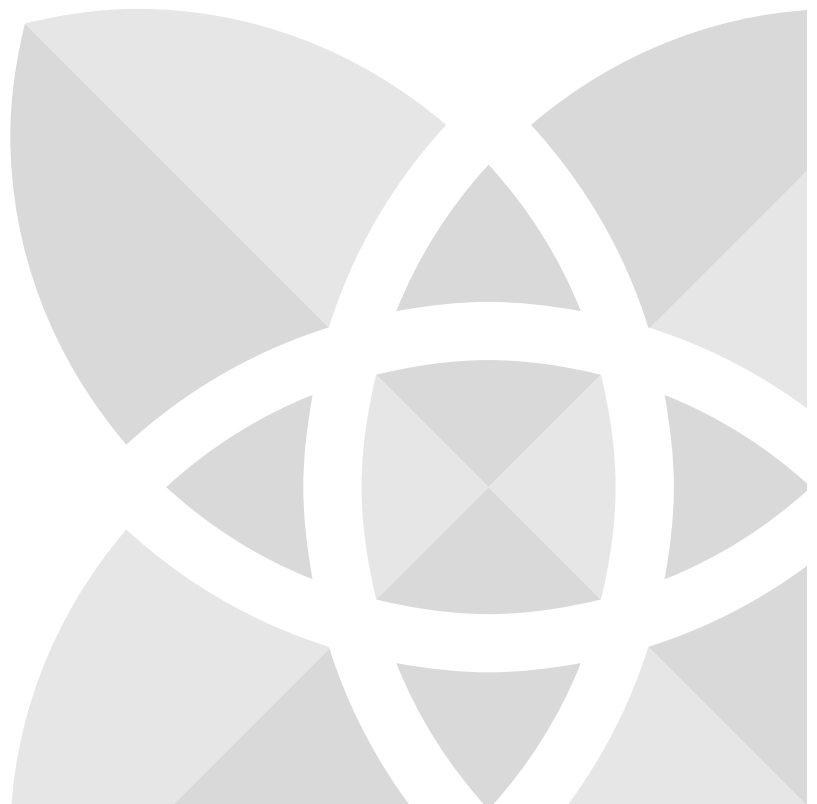


Individual Report



This Report Was Prepared For
JOHN Q. PUBLIC

Date Printed
28 March 2016



This Report Was Prepared For

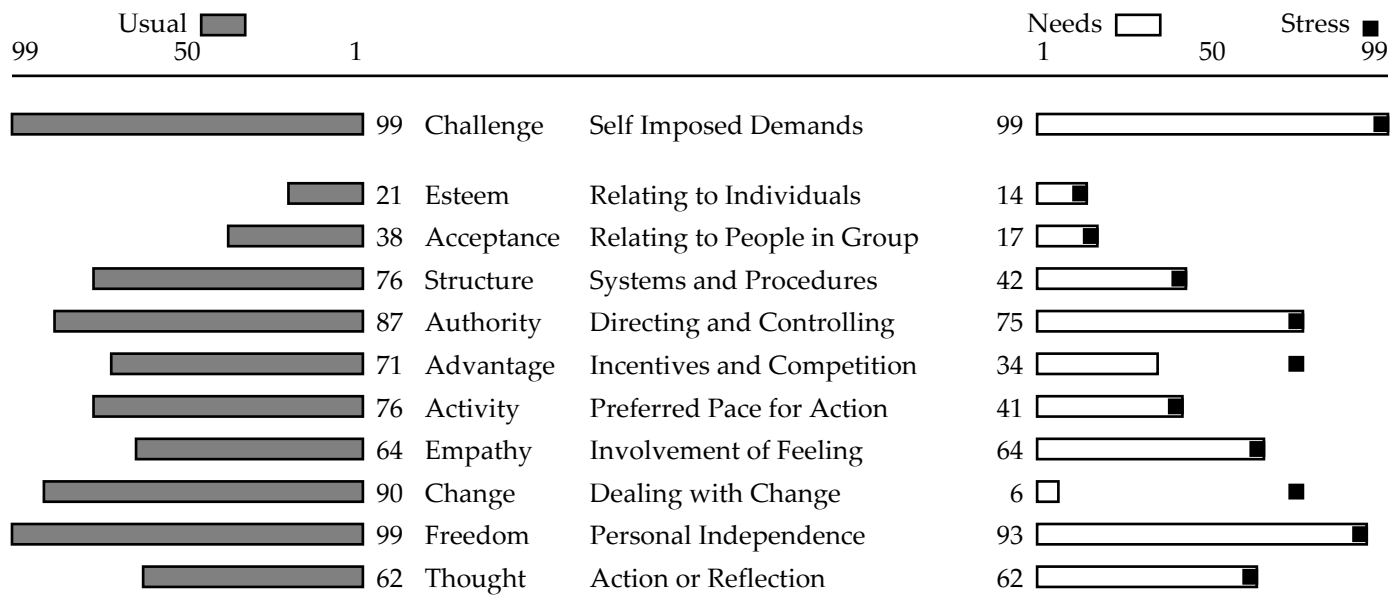
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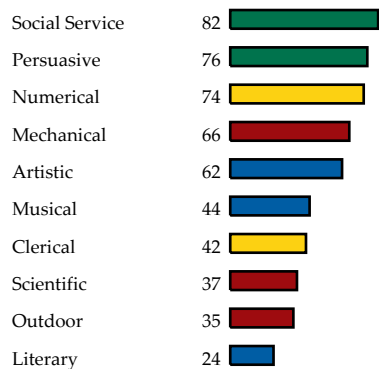
ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

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

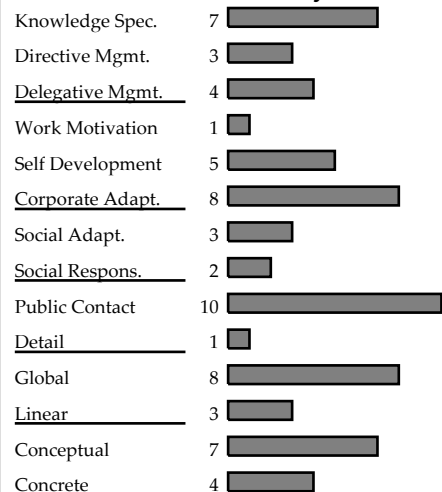
Components



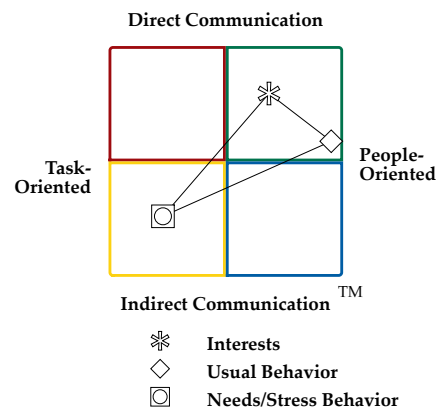
Areas of Interest



Preferred Work Styles



Life Style Grid®



Organizational Focus - Individual





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ORGANIZATIONAL FOCUS - INDIVIDUAL


The Organizational Focus shows you the best working environment for you. It's generated by determining how similar you are to people who work in four different work environments.

ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

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

Description of Organizational Focus (by color):

Red - Operations/Technology



- A work environment that emphasizes a practical, hands-on approach, usually with a tactical focus.
- A product-focused culture with strong emphasis on implementation.

Green - Sales/Marketing



- A work environment that emphasizes selling, promoting, directing, and motivating others.
- A communications-based culture designed to influence others.

Yellow - Admin/Fiscal



- A work environment that emphasizes standards, tracking, and quality assurance.
- A culture based on efficient procedures and policies.

Blue - Design/Strategy



- A work environment that emphasizes planning, innovating, and creating.
- A culture of ideas, usually with a strong strategic focus.

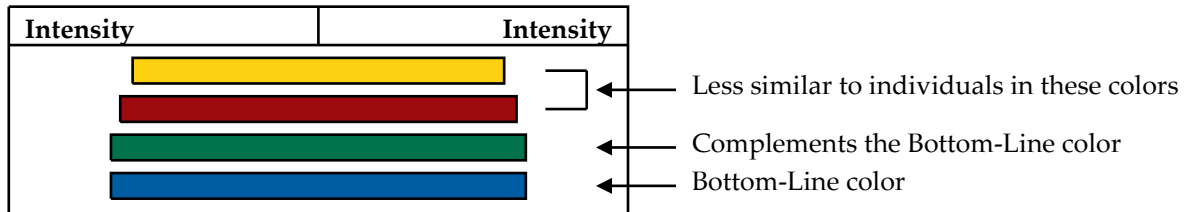
Organizational Focus - Individual

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Rather than represent you in terms of your strongest Organizational Focus, we use all four. The color bars that describe your Focus may be of varying lengths: all long, all short, or a mixture.

The bottom color of the four is always the longest. The longer the bar, the more you are likely to identify with the work environment represented by that color.



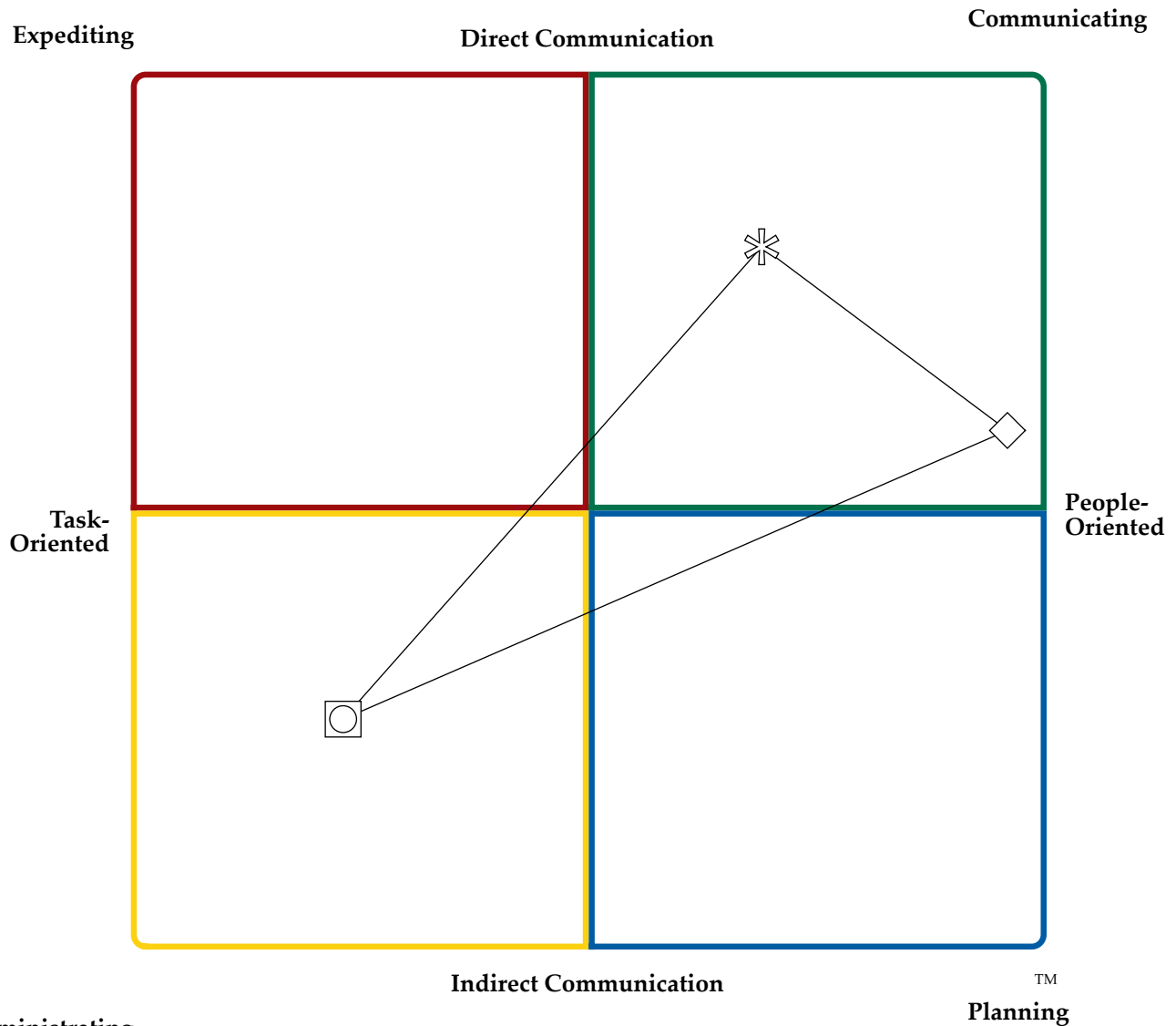
The second longest bar is your supporting color. It's less significant for you than your bottom-line color, but it will give you additional information about the work environment that fits you best.

The two remaining bars represent work environments which are likely to be less attractive for you, and where you are less likely to "fit".

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This page provides a summary of the information offered in the Life Style Grid Report. The characteristics of your Asterisk, Diamond, Circle and Square are described below.

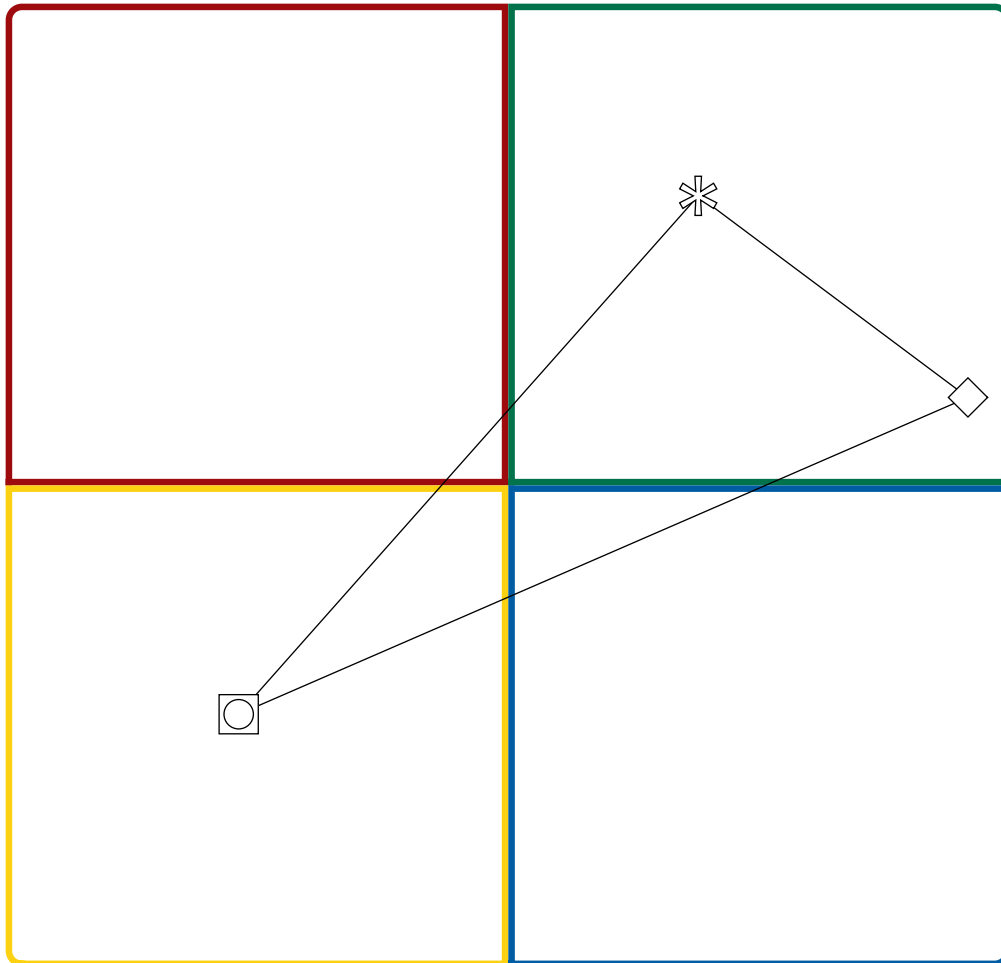


Administrating

- ✱ (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.

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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**.

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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.

<p>Activities typical of this quadrant are:</p> <ul style="list-style-type: none"> • taking action • seeing a finished product • solving practical problems • working through people • directing 	<p>Activities typical of this quadrant are:</p> <ul style="list-style-type: none"> • selling and promoting • persuading • motivating people • counseling or teaching • working with people
<p>Activities typical of this quadrant are:</p> <ul style="list-style-type: none"> • scheduling • doing detailed work • keeping close contact • working with numbers • working with systems 	<p>Activities typical of this quadrant are:</p> <ul style="list-style-type: none"> • strategic planning • dealing with abstraction • thinking of new approaches • innovating • working with ideas

TM

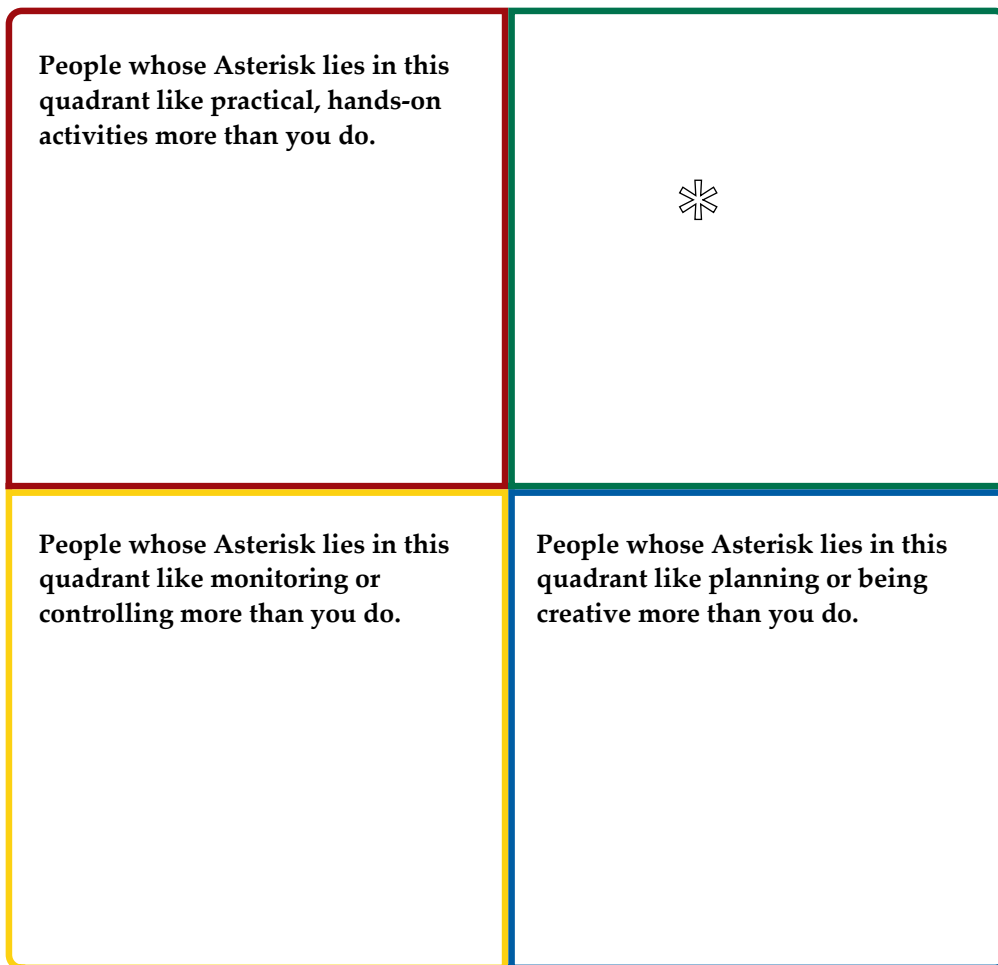
Activities towards the bottom of the Grid emphasize indirect involvement (with a task or with people). Activities towards the right of the Grid emphasize people rather than the tasks that people do.

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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.



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Your GREEN Asterisk shows that you like to:

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

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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.

<p>Usual Styles in this quadrant:</p> <ul style="list-style-type: none"> • friendly • decisive and energetic • frank • logical 	<p>Usual Styles in this quadrant:</p> <ul style="list-style-type: none"> • competitive • assertive • flexible • enthusiastic about new things
<p>Usual Styles in this quadrant:</p> <ul style="list-style-type: none"> • orderly • focused • cautious • insistent 	<p>Usual Styles in this quadrant:</p> <ul style="list-style-type: none"> • insightful • selectively sociable • thoughtful • reflective • optimistic

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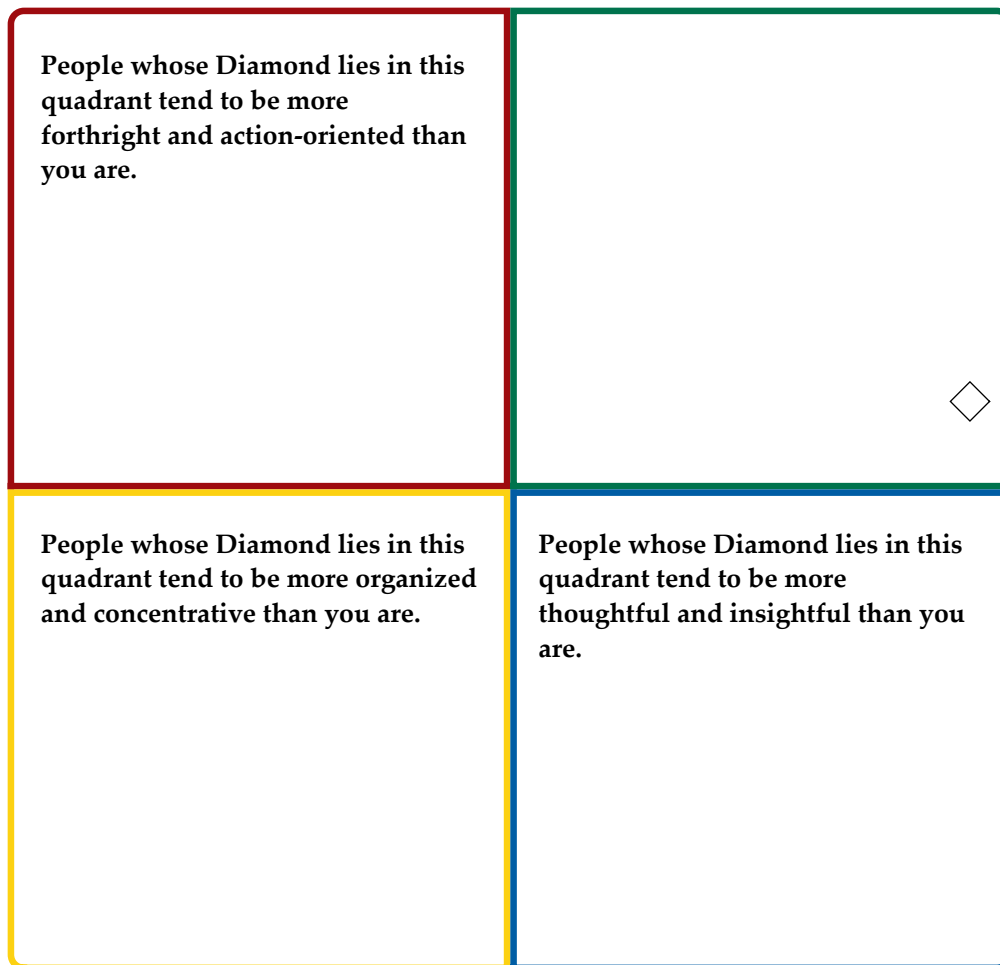
Diamonds towards the bottom of the Grid describe lower-key styles. Diamonds towards the right of the Grid describe more subjective styles.

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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.



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

You also tend to be:
 selectively sociable
 thoughtful
 optimistic

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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 others to be detached and objective.

<p>People with the Circle in this quadrant need others to:</p> <ul style="list-style-type: none"> • encourage group interaction • offer clear-cut situations • give plenty to do • be direct and logical 	<p>People with the Circle in this quadrant need others to:</p> <ul style="list-style-type: none"> • encourage competition • be assertive • allow flexibility • introduce novelty and variety
<p>People with the Circle in this quadrant need others to:</p> <ul style="list-style-type: none"> • encourage an organized approach • permit concentration on tasks • offer an environment of trust • be consistent 	<p>People with the Circle in this quadrant need others to:</p> <ul style="list-style-type: none"> • offer individual support • encourage expression of feelings • allow time for reflection • give time for difficult decisions

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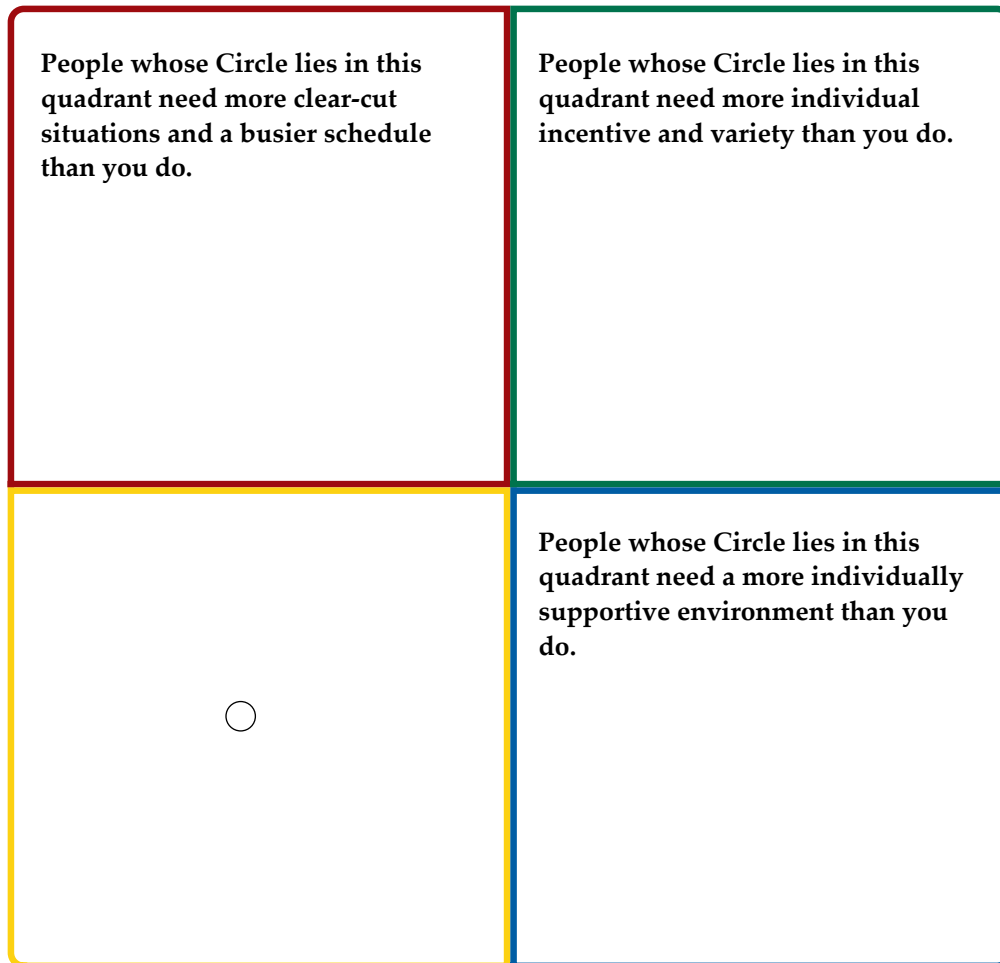
People with the Circle towards the bottom of the Grid need others to be low-key in approach. People with the Circle towards the right of the Grid respond well to an environment which encourages a subjective approach.

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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.



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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

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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.

<p>Under stress, people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • find it hard to give individual support • become impatient • are "busy" for the sake of it • dismiss others' feelings 	<p>Under stress, people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • are easily distracted • distrust others • become domineering • fail to follow the plan
<p>Under stress, people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • become over-insistent on rules • resist necessary change • are reluctant to confront others • may be taken in 	<p>Under stress, people with the Square in this quadrant:</p> <ul style="list-style-type: none"> • ignore social convention • become indecisive • find it hard to act • see the worst possibilities

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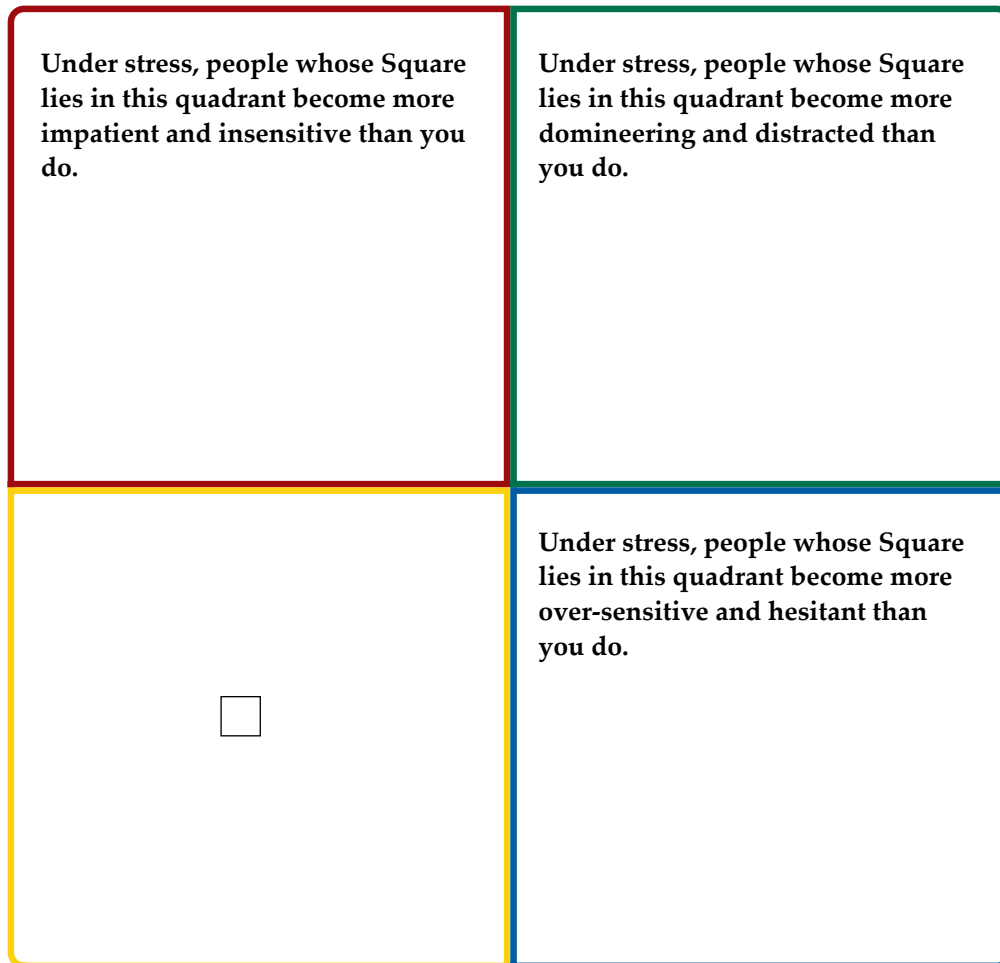
People with the Square towards the bottom of the Grid may become withdrawn under stress. People with the Square towards the right of the Grid may become subjective under stress.

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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.



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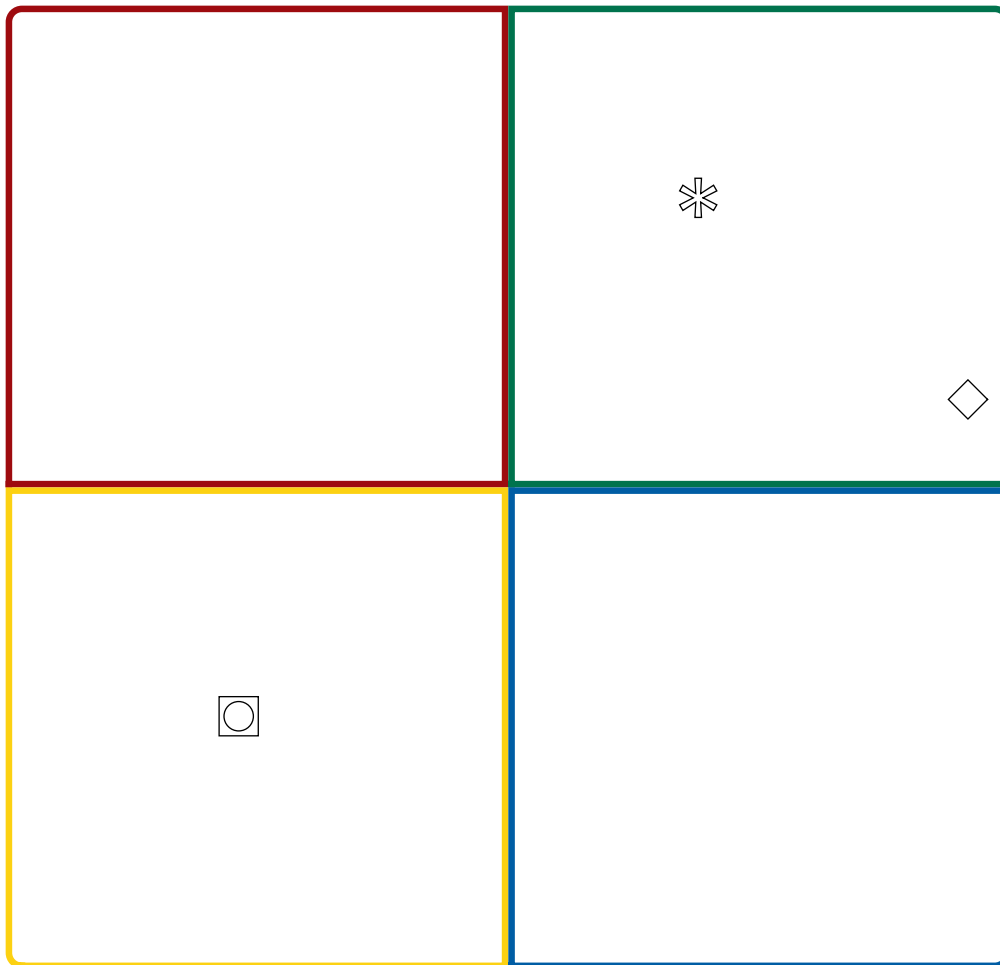
Your YELLOW Square shows that your stress behavior may include your being:
 over-controlling
 resistive to change
 conforming
 quietly resistive
 rigid

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Page 9 : Your Life Style Grid

This page provides a summary of the information offered in the Life Style Grid Report. The characteristics of your Asterisk, Diamond, Circle and Square are described below.



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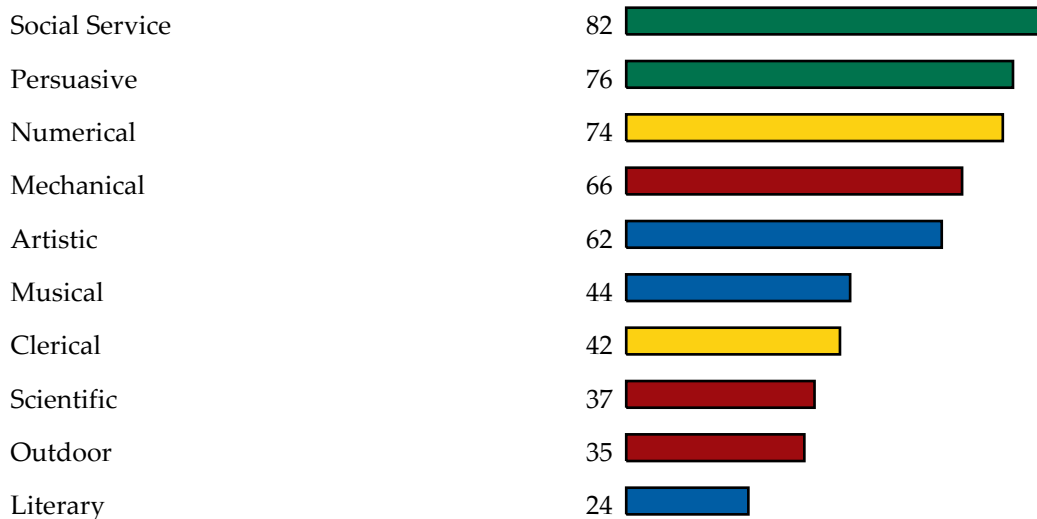
- ✱ **(Green):** You enjoy very people-centered activities which involve presenting ideas and influencing the thinking of others.
- ◇ **(Green):** When you are working effectively, you tend to be persuasive and insightful.
- **(Yellow):** To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.

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Areas of Interest

The numbers listed below indicate percentile rank in broad **occupational areas** and give a *good indication* of the individual's *occupational interest*.



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

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.

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.

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.

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.

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

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

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

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

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.

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STRENGTHS AND NEEDS PAGES

The enclosed "Strengths and Needs" pages consist of twelve pages of individualized description and interpretation of the basic needs. The actual scores for the components are not reported on these pages.

For those of you who are steeped in numbers, let us assure you that there are several advantages to this approach. First, it eliminates the concern for the relative "goodness" or "poorness" of a given score. Secondly, while each page can stand totally by itself in terms of its message, the complete information is now easy to understand and comprehend, making it entirely possible to give each person constructive, usable feedback.

The format of the pages is this: there is a beginning paragraph outlining these strengths (Usual Behavior) associated with the particular style. These statements are very positive, and indicate your natural, effective behavior. Then, there is a paragraph describing your Basic Needs. These statements are non-judgmental but help you understand that being maximally productive is dependent on having certain basic needs met. Finally, there is a paragraph outlining POTENTIAL behavior in the event that the need is not met. There is nothing absolute about this Stress Behavior description, but it can easily be used in developing an "early warning system" in identifying and coping with stress.

Organizationally, these pages can help you accomplish many things. As feedback, they are helpful. They provide a foundation to teambuilding sessions and other relational programs. For supervisors and managers, the information is invaluable when dealing with individual problems and conflict resolution. They could easily be integrated into any stress management program, or actually provide the basis for such a program. Coupled with the predictive material, they could become a narrative profile of the individual.

Strengths and Needs

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PERSONAL STRENGTHS AND NEEDS

Your Report

This Personal Strengths & Needs report describes your behaviors and motivations. No attempt has been made to measure your talents or abilities.

The pages that follow describe information from your Usual, Needs and Stress scores.

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PERSONAL STRENGTHS AND NEEDS

ESTEEM: *ONE-ON-ONE RELATIONSHIPS*

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

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.

Possible stress reactions:

reduced concern for others
detachment
tactless statements

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PERSONAL STRENGTHS AND NEEDS

ACCEPTANCE: *SOCIAL RELATIONSHIPS*

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

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.

Possible stress reactions:

- withdrawal
- impatience
- tendency to ignore groups

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PERSONAL STRENGTHS AND NEEDS

STRUCTURE: ORGANIZING

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

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.

Possible stress reactions:

de-emphasis on system
over-controlling

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PERSONAL STRENGTHS AND NEEDS

AUTHORITY: *AUTHORITY RELATIONSHIPS*

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

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.

Possible stress reactions:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

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PERSONAL STRENGTHS AND NEEDS

ADVANTAGE: *IDEALISM AND REALISM*

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.

Strengths:

likes competition
opportunity-minded
resourceful

NEED: 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.

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.

Possible stress reactions:

being self-promotional
becoming distrusting
opportunity minded

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PERSONAL STRENGTHS AND NEEDS

ACTIVITY: *REFLECTION AND ACTION*

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

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.

Possible stress reactions:

edginess
feeling fatigued

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PERSONAL STRENGTHS AND NEEDS

CHALLENGE: *YOUR VIEW OF YOURSELF*

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

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.

Possible stress reactions:

becoming too self-critical
strong emotional tension
feelings of inadequacy

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PERSONAL STRENGTHS AND NEEDS

EMPATHY: *DEALING WITH EMOTIONS*

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

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.

Possible stress reactions:

dejection
becoming too impersonal
loss of optimism

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PERSONAL STRENGTHS AND NEEDS

CHANGE: *DEALING WITH CHANGE*

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.

Strengths:

takes changes in stride
responsive and attentive
adaptive

NEED: 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.

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.

Possible stress reactions:

difficulty controlling restlessness
concentration problems
annoyance at delays

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PERSONAL STRENGTHS AND NEEDS

FREEDOM: *INDEPENDENCE*

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

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.

Possible stress reactions:

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

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PERSONAL STRENGTHS AND NEEDS

THOUGHT: *MAKING DECISIONS*

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

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.

Possible stress reactions:

delaying actions
impatience

Strengths and Needs Graph

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Your Strengths And Needs

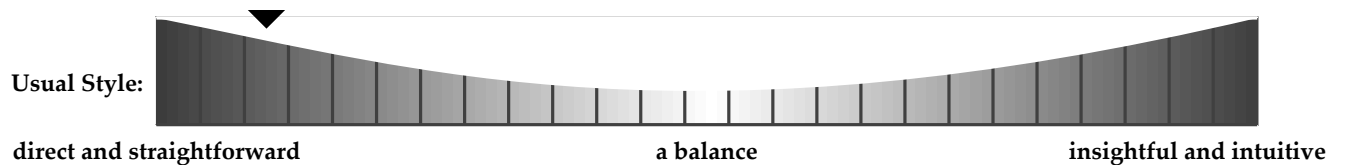
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

You gain knowledge about your usual style, considered your most effective style or your natural strengths. Very importantly, you also see how your needs determine your ideal work environment and your possible reactions when these needs are not met.

The Birkman Method® Strengths and Needs Report develops your own personal profile and guide to show you the most effective way to deal with:

- Relating to individuals, groups (and feelings)
- Handling schedules, systems, procedures, details
- Resolving conflict, authority issues and personal independence
- Decision making, inclination toward action, patience
- Risk taking, incentives, security
- Work place intensities, personal life commitments

These areas and others on the Strengths and Needs Report are designed in both verbal and graphic form (represented by 3 shaded bars) to provide information on your usual style, what you need in your ideal environment and which behaviors to try to avoid. An example of the first bar, Usual Style, is shown below.



Each of the three bars symbolizes a range of behaviors that increase in intensity as those particular behaviors move toward either end of the bar. The lightly shaded mid-range on the bar denotes behavior that is less intense and not as easily recognized. The arrow pinpoints your individual score on this spectrum.

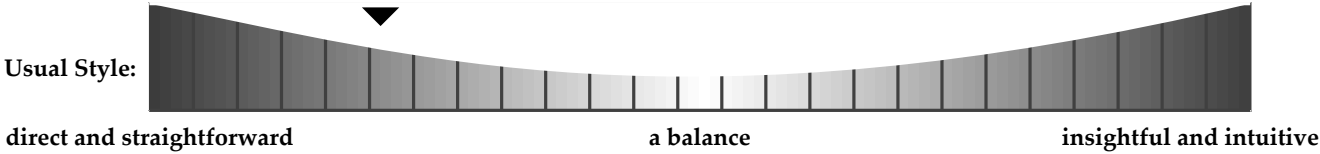
Strengths and Needs Graph

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**Your Personal Strengths and Needs
One-on-One Relationships**

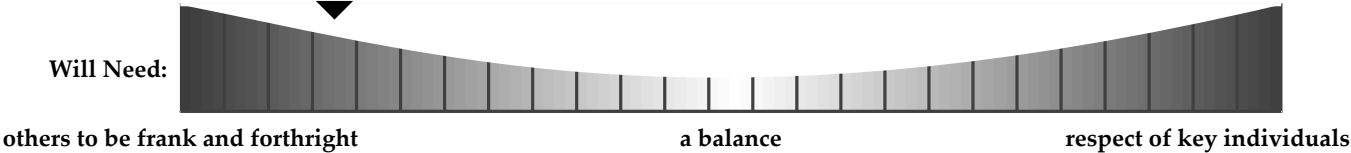
The Birkman word for this is *Esteem*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- reduced concern for others
- detachment
- tactless statements

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Your Personal Strengths and Needs Social Relationships

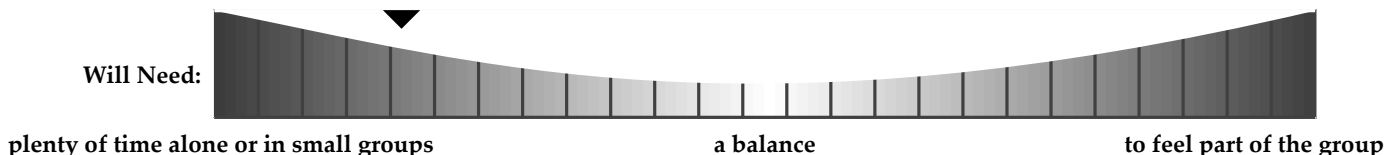
The Birkman word for this is *Acceptance*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- withdrawal
- impatience
- tendency to ignore groups

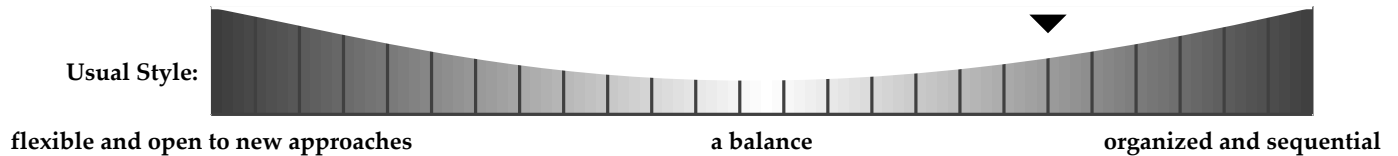
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Your Personal Strengths and Needs Organizing

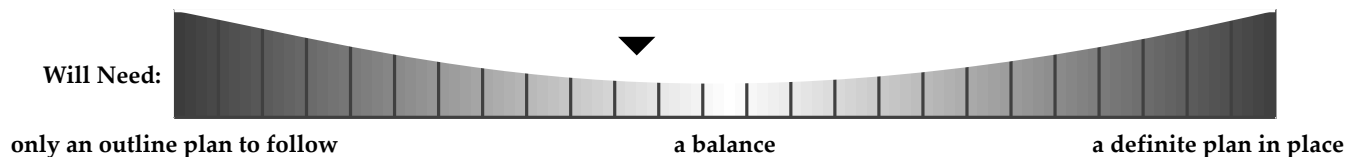
The Birkman word for this is *Structure*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- de-emphasis on system
- over-controlling

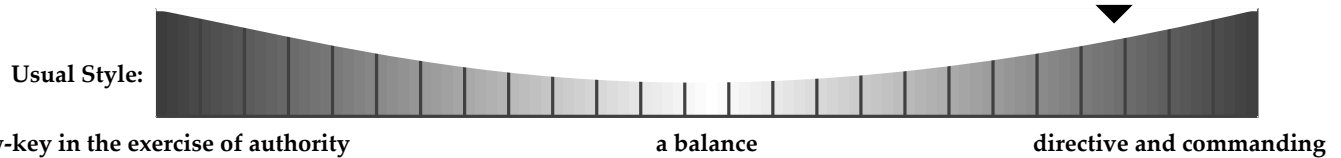
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Your Personal Strengths and Needs Authority Relationships

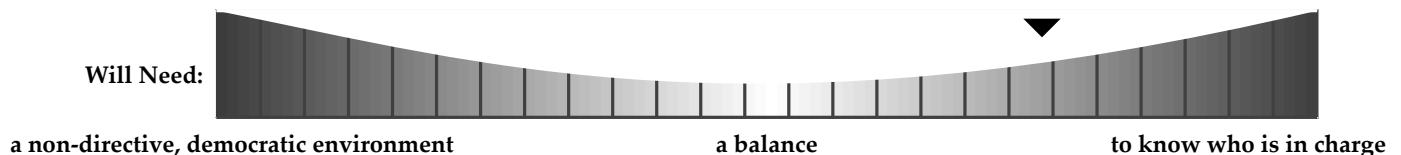
The Birkman word for this is *Authority*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

Strengths and Needs Graph

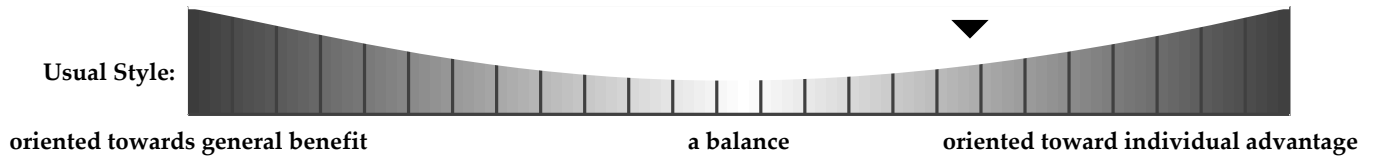
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Your Personal Strengths and Needs Idealism and Realism

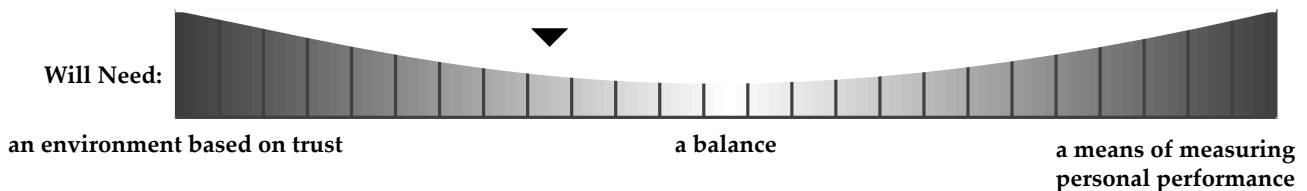
The Birkman word for this is *Advantage*



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.

STRENGTHS

- likes competition
- opportunity-minded
- resourceful



NEED: 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.

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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- being self-promotional
- becoming distrusting
- opportunity minded

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Your Personal Strengths and Needs Reflection and Action

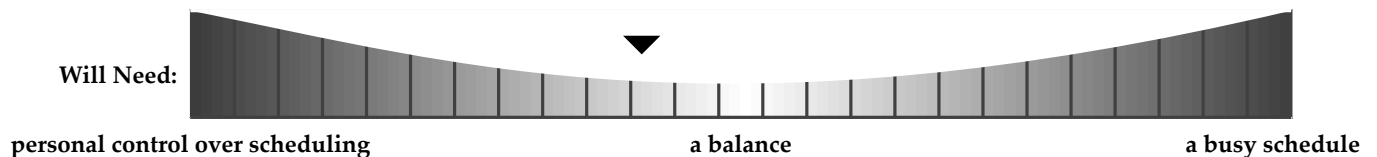
The Birkman word for this is *Activity*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- edginess
- feeling fatigued

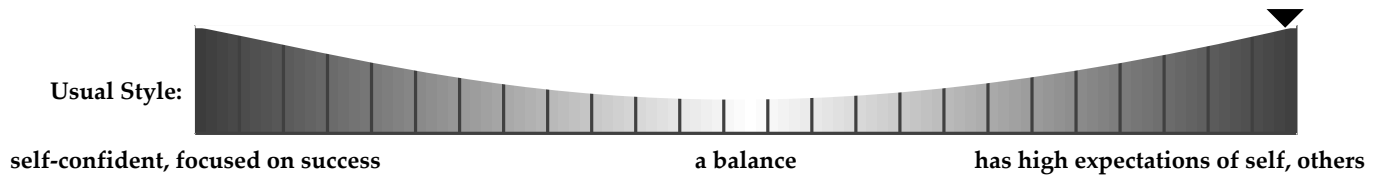
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Your Personal Strengths and Needs Your View of Yourself

The Birkman word for this is *Challenge*



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.

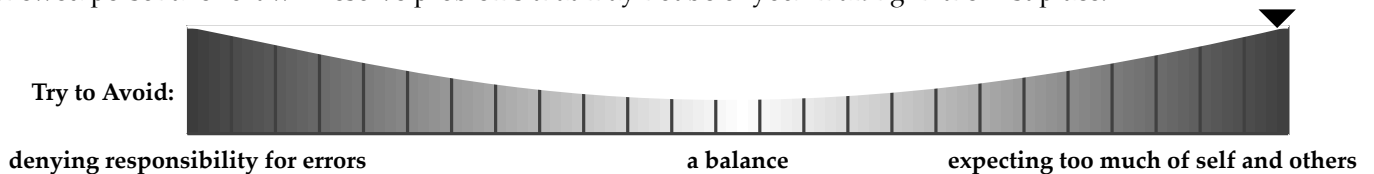
STRENGTHS

- driven
- strong-willed
- high expectations



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

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

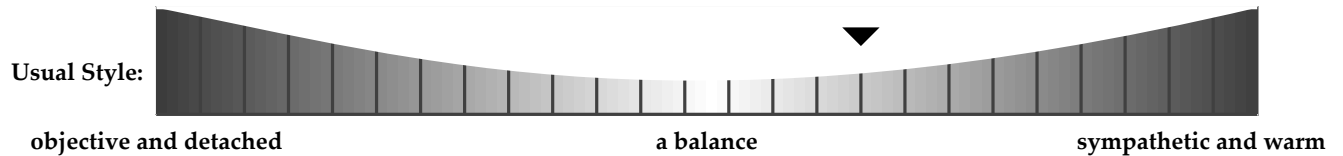
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Your Personal Strengths and Needs Dealing with Emotions

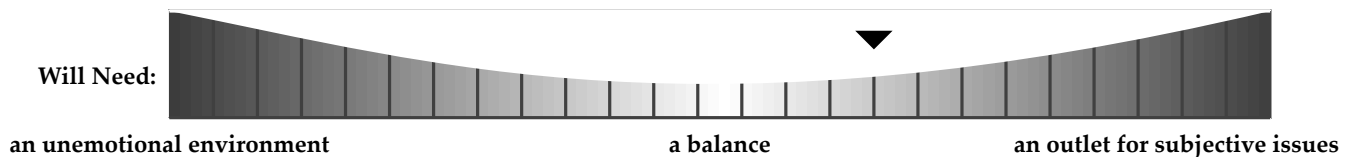
The Birkman word for this is *Empathy*



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.

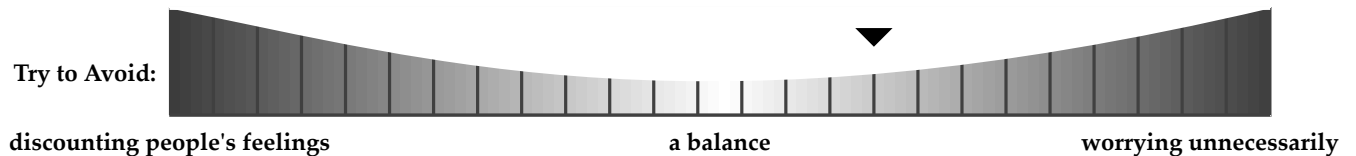
STRENGTHS

- objective, yet sympathetic
- warm, yet practical



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- dejection
- becoming too impersonal
- loss of optimism

Strengths and Needs Graph

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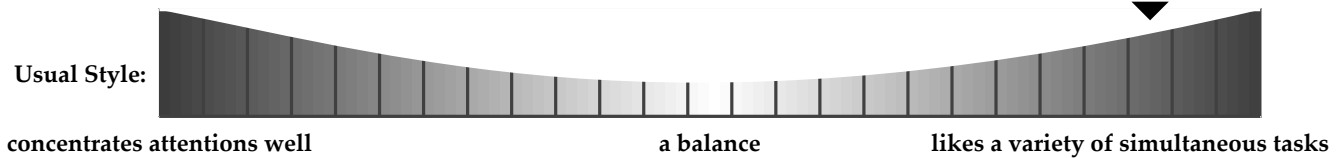
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Your Personal Strengths and Needs Dealing with Change

The Birkman word for this is *Change*



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.

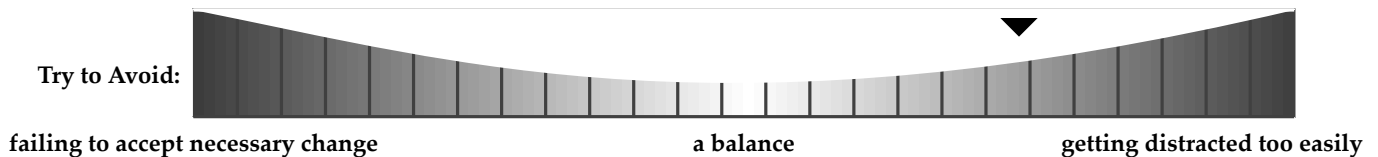
STRENGTHS

- takes changes in stride
- responsive and attentive
- adaptive



NEED: 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.

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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- difficulty controlling restlessness
- concentration problems
- annoyance at delays

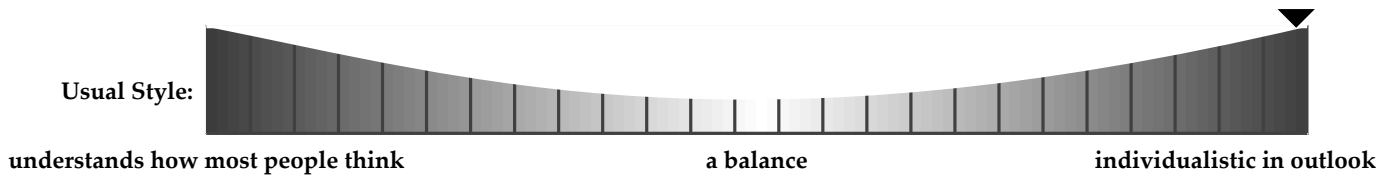
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Your Personal Strengths and Needs Independence

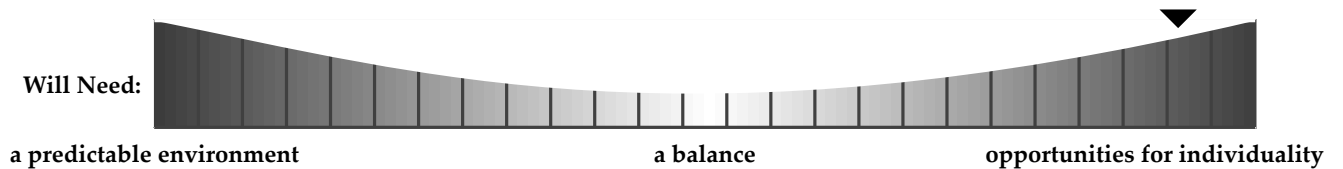
The Birkman word for this is *Freedom*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

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

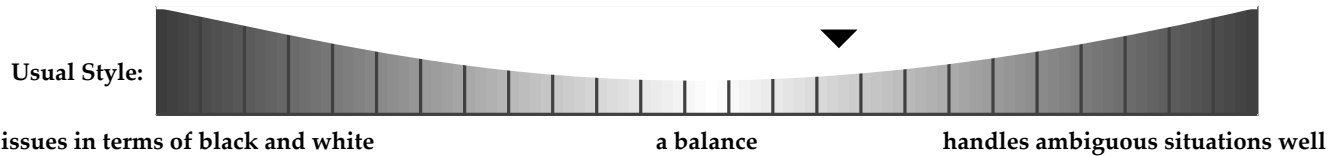
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Your Personal Strengths and Needs Making Decisions

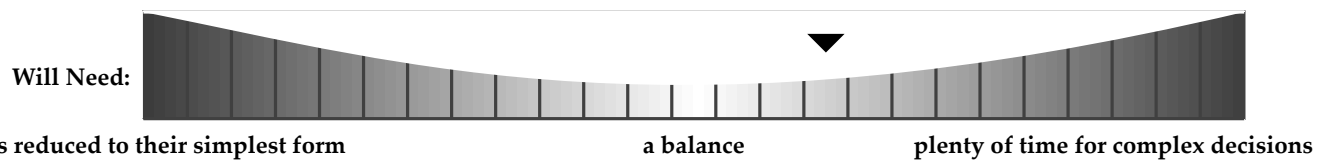
The Birkman word for this is *Thought*



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



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- delaying actions
- impatience

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Dictionary for the Components

Esteem

Sensitivity in relating to individuals - the way the individual prefers or needs to deal with close, personal, one-on-one relational issues.

Acceptance

Relating to people in groups - the way an individual relates to others in groups or casual situations. The degree of participation and involvement the individual prefers in work, teams, group and social settings.

Structure

Systems and procedures - how the individual controls issues associated with detail, structure, follow - through, and routine.

Authority

Directing and controlling - how an individual deals with authority.

Advantage

Idealism versus realism - individual and team competitiveness, how comfortably an individual deals with security and materialism with financial or prestige risk.

Activity

Preferred pace for action - the degree to which an individual engages in energetic action or movement. How energy is expressed, directed and recharged.

Challenge

Self-imposed demands for achievement - how an individual manages or maintains commitment and overall self-worth.

Empathy

Involvement of feeling - how an individual expresses and deals with emotions and feelings; openness or comfort with the emotional aspects of life.

Change

Dealing with change - how an individual handles interruptions and disruptions of significant priorities.

Freedom

Personal independence - how unconventional a person is in outlook. The degree of spontaneity in life and work situations.

Thought

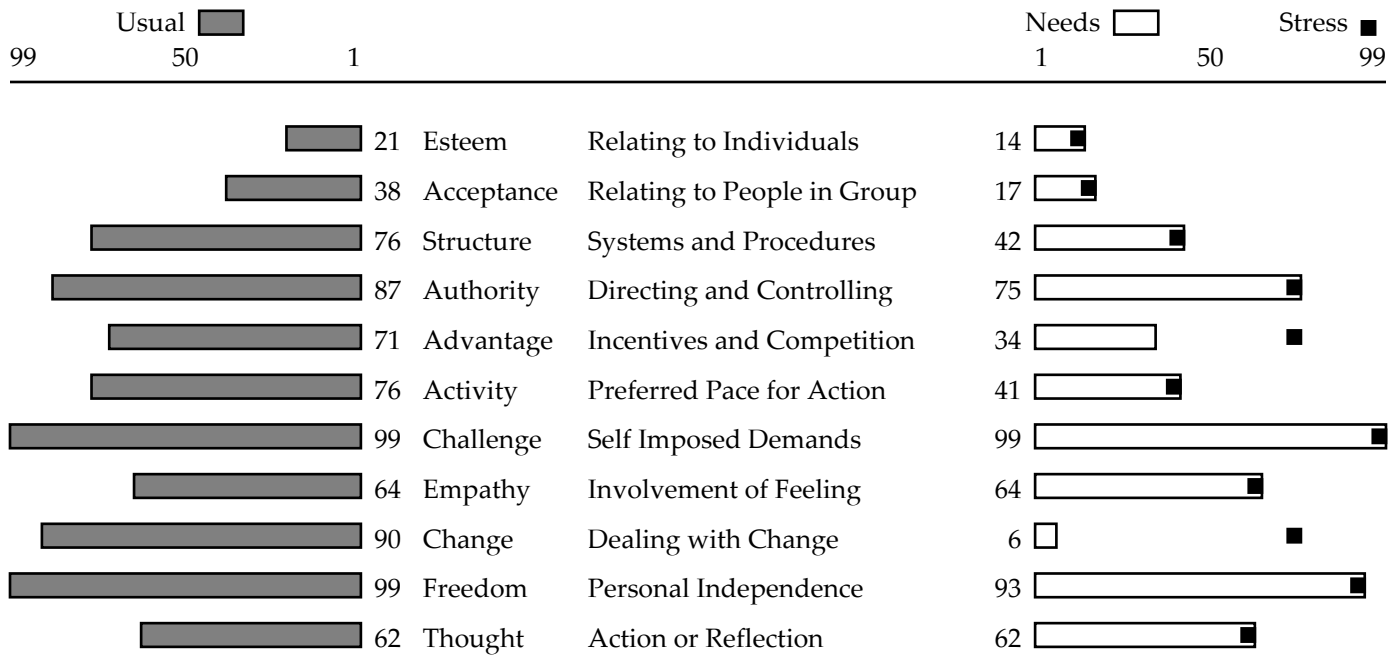
Active versus reflective orientation - how an individual deals with decision making. How much time and thought a person requires and expects from others when making decisions.

Components at a Glance

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Components



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Introduction: "The Stress Pages" The Birkman Method® and Stress Management

We know that the ability to manage stress has vital consequences in our professional and personal lives. The Birkman Method®'s **Stress Pages** report provides a specific report targeted to better self-management.

In this eight page report, the Stress Pages address four 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:

1. Interpersonal Relationships
2. Schedules and Details
3. Conflict
4. Decision Making

This Stress Pages report offers information to help you manage to 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 on the page, they indicate that 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 Strength Behaviors. This report also helps you to understand what may be happening (which Need is not being met) when you do experience symptoms of Stress.

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

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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 *Esteem* and *Acceptance* Components. Your Stress scores in these areas are 14 (*Esteem*) and 17 (*Acceptance*).

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.

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MANAGING NEEDS FOR ESTEEM AND ACCEPTANCE

The Stress Behaviors surrounding the area of interpersonal relations relate to your *Esteem and Acceptance Needs*. Your Need scores in these areas are 14 (*Esteem*) and 17 (*Acceptance*).

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.

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STRESS OF DEALING WITH SCHEDULES OR DETAIL

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

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.

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MANAGING NEEDS FOR STRUCTURE AND CHANGE

The Stress Behaviors surrounding issues dealing with details and schedules relate to your *Structure* and *Change* Needs. Your Need scores in these areas are 42 (*Structure*) and 6 (*Change*).

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

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

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STRESS OF HANDLING CONFLICT ***

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

The Stress Behaviors surrounding issues with conflict relate to the *Authority* and *Freedom* Components. Your Stress scores in these areas are 75 (*Authority*) and 93 (*Freedom*).

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

Feel so impatient to say what you are thinking that you do not listen to what the other person is saying.

Take a stand and get overly intense with others over small or other insignificant issues.

Feel impatient with group decision processes or committees when policy is being shaped.

Be rebellious or unconventional, and resist control by others over insignificant issues.

Fear the disruptive consequences of a suggestion, and over-react without thinking through the idea.

Feel that others are getting in your way or exercising too much control over your actions.

When these behaviors occur:

Seek out the views, needs and goals of others without getting loud or intense with them.

Listen carefully before reacting to or arguing with ideas presented by others.

Assume that others are just as interested in solving the problem as you are, and listen to their ideas.

Practice taking the ideas of others as tentative thoughts and not as attempts to win the argument.

Work to remain open to possibilities others are raising; look for parts of their ideas that are compatible with your own.

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MANAGING NEEDS FOR AUTHORITY AND FREEDOM

The Stress Behaviors surrounding issues of conflict relate to your *Authority* and *Freedom* Needs. Your Need scores in these areas are 75 (*Authority*) and 93 (*Freedom*).

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

Opportunities to debate or argue	Assignments that allow you independence
Directive, face-to-face authority	Opportunities to set your own direction
Opportunity to direct others	Freedom from control by others
Forceful superiors who listen	Opportunities to be unconventional
To be heard by others	Superiors who delegate broadly

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

Develop opportunities to join other strong-willed persons in spirited but friendly exchanges about low-threat issues.

Spend more time debating philosophical or meaningful topics with friends who seem to enjoy a good argument.

Try to remind close associates that you need opportunities to discuss issues thoroughly before decisions are made that affect you.

Since you think better when bouncing ideas off others, try to develop a good brainstorming relationship with a co-worker.

Avoid being put on the spot by new suggestions; let those close to you know that you like to think things through before responding.

Develop friendships with persons who understand your need to be independent and who are patient with your non-conforming ways.

Work to develop a clear definition of the concerns and values that you share with those around you.

Look for and remind yourself of the commitment that others have to finding good solutions to common problems.

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STRESS OF MAKING DECISIONS

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

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

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MANAGING NEEDS FOR ACTIVITY AND THOUGHT

The Stress Behaviors surrounding decision-making issues relate to your *Activity and Thought* Needs. Your Need scores in these areas are 41 (*Activity*) and 62 (*Thought*).

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

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

This Report Was Prepared For
JOHN Q. PUBLIC
The Wineinger Company, LLC
513-807-0176

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JOHN Q. PUBLIC :

In *working with others*, he is straightforward; he is primarily independent, and given to a few close, personal relationships.

When *giving or accepting direction*, he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness and stamina*, he is competitive and bottom line oriented; he prefers warm, genuine relationships; he feels defeated and dejected when relationships go awry. He is very strong-willed, demanding, sometimes unconsciously oppositional.

When *organizing or planning*, he questions everything. He won't blindly follow instructions unless the wisdom of doing so is obvious; he must maintain a sense of personal freedom. Cautious and thoughtful but usually comfortable with making decisions. He needs more time and information for important decisions.

Suggestions for coaching JOHN Q. PUBLIC :

Keep communications direct and impersonal. Be as straightforward as possible when giving praise, almost matter-of-fact. *Esteem*

Capitalize on his willingness to play devil's advocate. *Acceptance*

* Keep debates controlled and positive. *Authority*

* Provide a balance of team and individual goals. *Advantage*

Address the positive sides of issues. *Empathy*

* Provide him with difficult tasks, but help set reasonable, reachable goals. *Challenge*

* Freely explain the reasoning in making changes. *Change*

* Steer away from situations that are confining, restrictive or regulated. *Freedom*

Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

*** Particularly significant; may impact other areas**

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MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Planning

POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- Applies authoritarian methods as base of company policy and planning
- Ensures a high degree of personal achievement
- Bases planning on individual prerogative

SETTING OBJECTIVES

- Provides personal, emotional challenge with difficult, definite goals

IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals
- Emphasizes individual thinking and an unstructured background for problem-solving

Preferred Style when Organizing

ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate
- Exercises a loose control over liaison; emphasizes creative contribution of individuals

PROMOTING TEAMWORK

- Organizes teams as loose confederations of individuals

COMPENSATING

- Considers demanding work to be largely its own reward

ASSIGNING RESPONSIBILITIES

- Allocates tasks to individuals in each team, making them personally responsible
- Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up
- Bases assignments on the assumption that good staffing is a highly complex and demanding process

DELEGATING

- Formally defines chain of command by personal, one-on-one delegation of responsibility

IMPLEMENTING

- Initiates action with the support of superior authority
- Sets projects in motion without concern for the status quo

Preferred Style when Directing

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MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Directing (cont.):

COMMUNICATING

- Emphasizes personal authority and influence in communicating

MOTIVATING

- Views teams as separate from personal effort
- Gives individuals close, firm direction
- Motivates employees by demands of emotionally challenging tasks
- Allows employees to express individuality without undue structural constraints

NEGOTIATING

- Emphasizes face-to-face debate, gaining edge on opponent
- Combines ability to hold firm position with awareness of personal deficiencies
- Places emphasis on being individualistic and unorthodox in dealing with opponents

CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict
- Sees own mistakes and encourages remedial action

DEVELOPING PERSONNEL

- Gives personal assignments and rewards
- Achieves effective performance as a by-product of high morale coupled with high expectations
- Emphasizes uniqueness, individuality and diversity

Preferred Style when Controlling

REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance
- Views performance in terms of ability to respond positively to difficult, emotionally challenging situations

DISCIPLINING

- Enforces rules on an individual level
- Defines and limits freedom by imposing authority directly

SETTING PERFORMANCE STANDARDS

- Evaluates individual responsibility and initiative when setting standards and determining expected compliance
- Sets up a standard of performance that demands strong personal response

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MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Controlling (cont.):

CONTROLLING COSTS

- Evaluates procedures rigorously to determine better ways of doing things

REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis
- Assesses individuals on the basis of unique contributions to the corporate effort

MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision
- Focuses attention on high, but realistic, standards of service and performance

MANAGING CHANGE

- Takes appropriate individual action when changes in circumstances necessitate it
- Allows employees to adapt themselves individually to changes in circumstances