

A CUSTOM

**BIRKMAN**

REPORT SET

THIS REPORT WAS PREPARED FOR:  
JOHN Q. PUBLIC (BX6396)  
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# 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.

<b>RED</b>	<h2>DOER</h2> <p>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.</p>	<h2>COMMUNICATOR</h2> <p>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.</p>	<b>GREEN</b>
<b>YELLOW</b>	<h2>ANALYZER</h2> <p>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.</p>	<h2>THINKER</h2> <p>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.</p>	<b>BLUE</b>

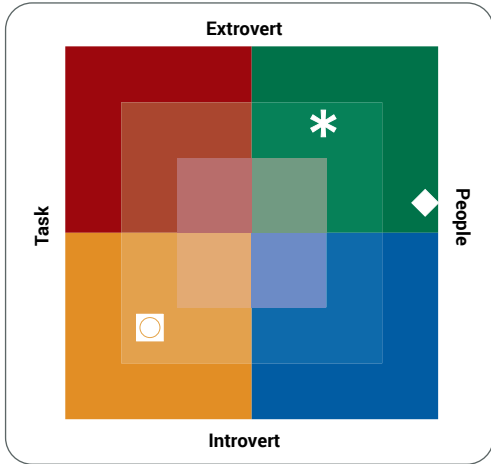
# ADVANCED SUMMARY

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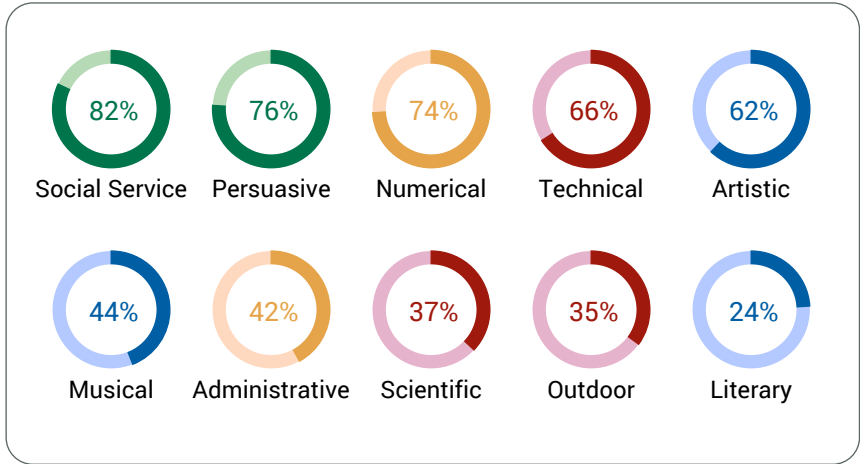


A Birkman Certified Professional should review these results with you

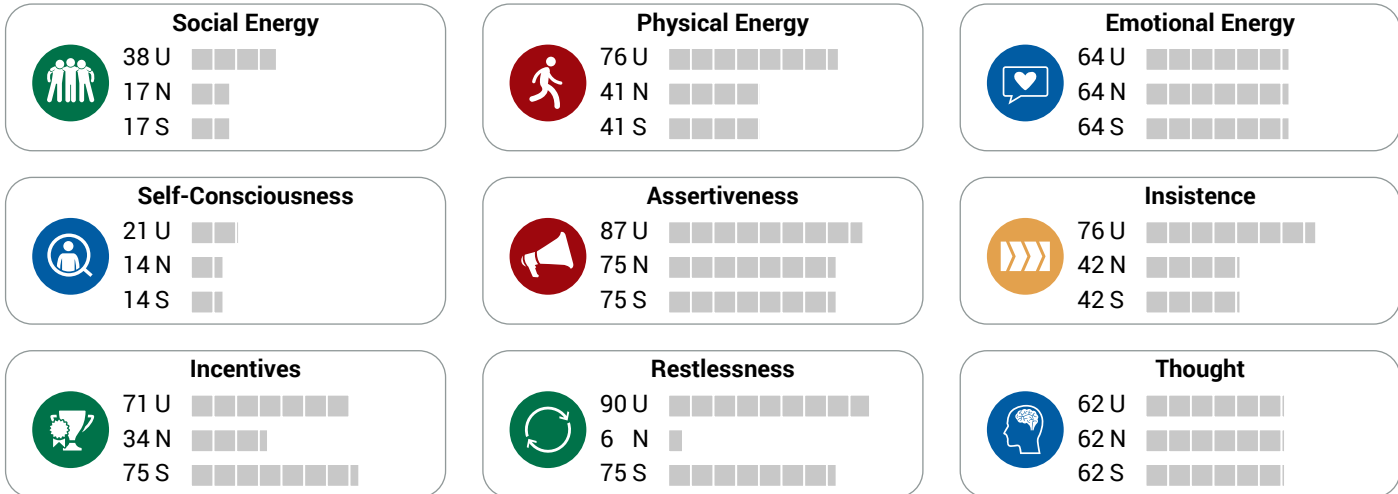
## BIRKMAN MAP



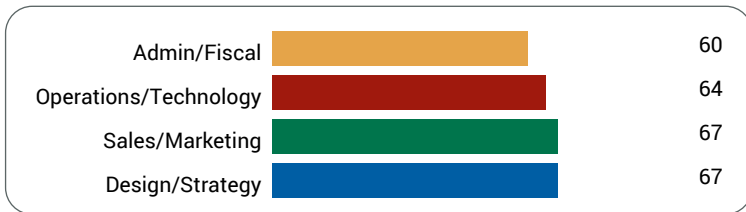
## BIRKMAN INTERESTS



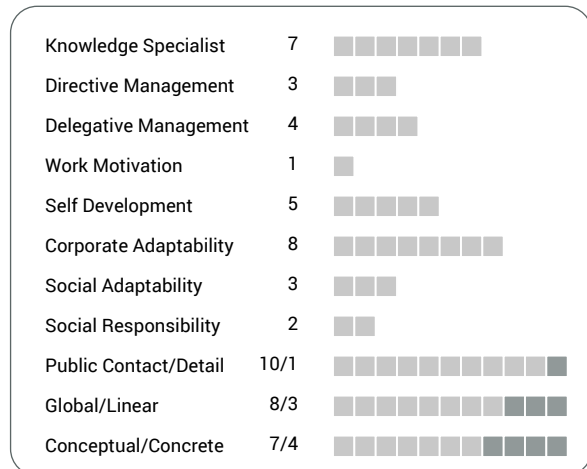
## BIRKMAN COMPONENTS



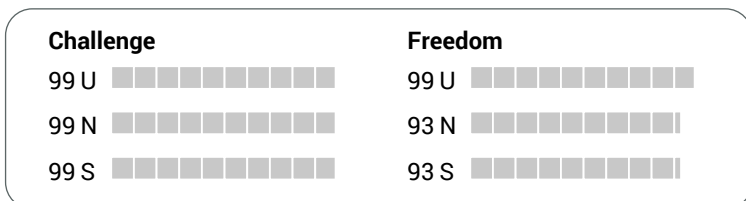
## ORGANIZATIONAL FOCUS



## WORK STYLES



## CHALLENGE & FREEDOM



# USUAL, NEEDS & STRESS

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## SOCIAL ENERGY

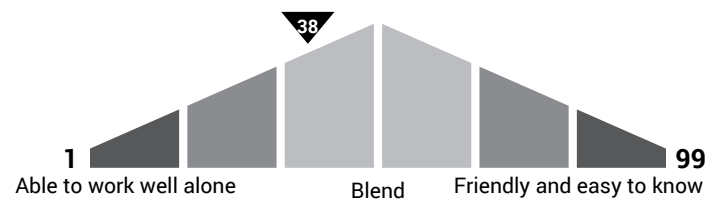
Your sociability, approachability, and preference for group and team participation

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

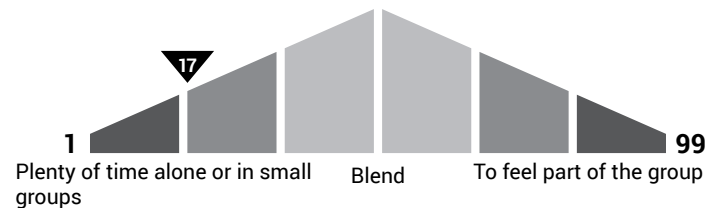
### Usual Behavior



### 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.

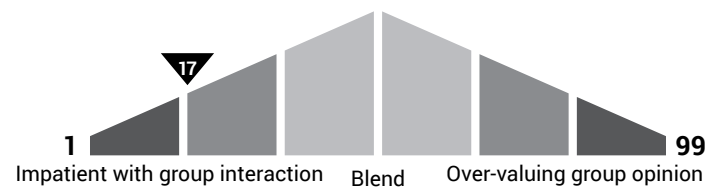
### Needs



### 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

### 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.

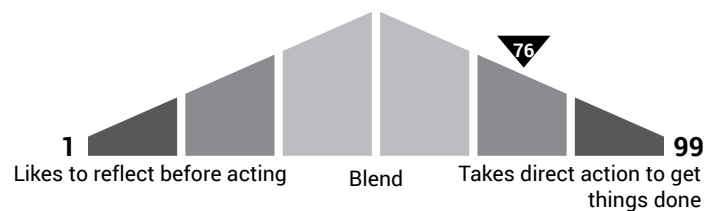
### Causes of Stress:

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.

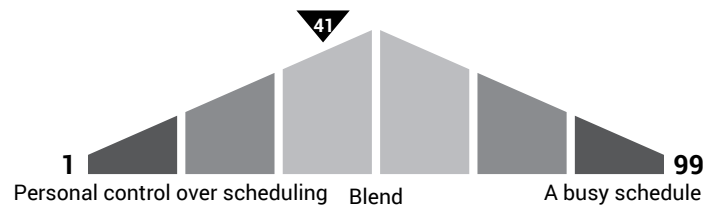
### Possible Stress Reactions When Needs Are Not Met:

- edginess
- feeling fatigued

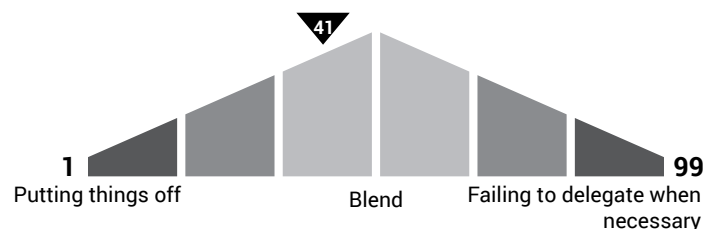
### Usual Behavior



### Needs



### Stress Behavior



# USUAL, NEEDS & STRESS

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## EMOTIONAL ENERGY

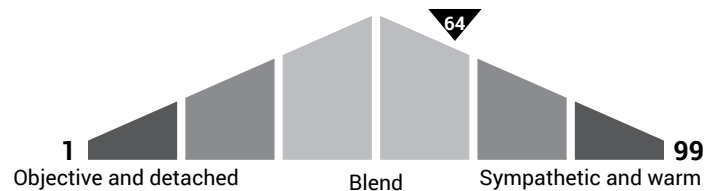
Your openness and comfort with expressing emotion

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

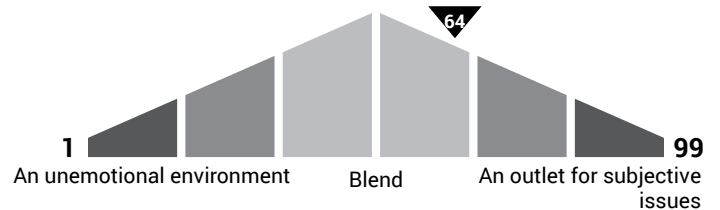
### Usual Behavior



### 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.

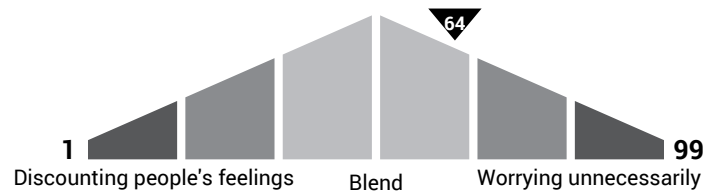
### Needs



### 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

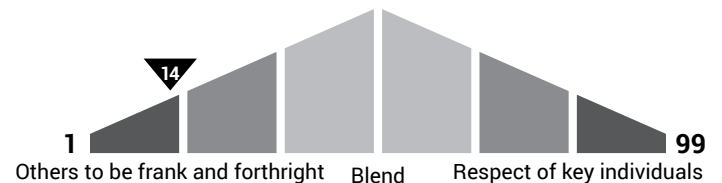
### Usual Behavior



### 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.

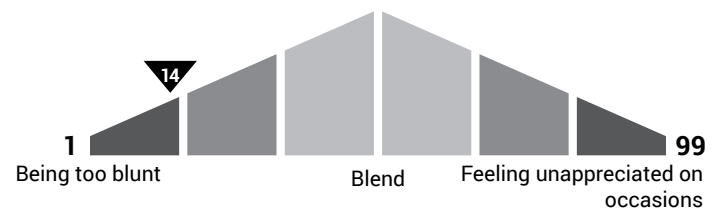
### Needs



### 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.

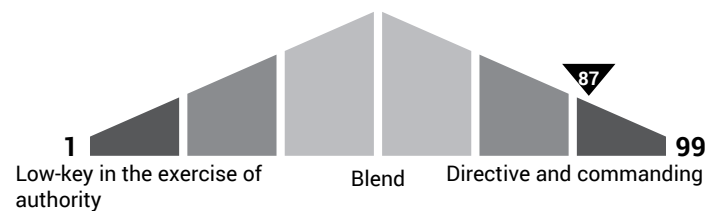
### Causes of Stress:

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.

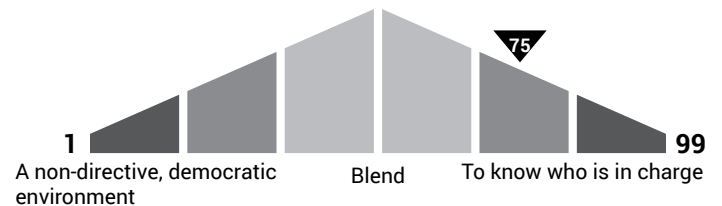
### Possible Stress Reactions When Needs Are Not Met:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

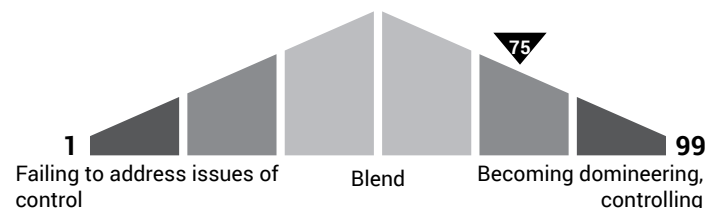
### Usual Behavior



### 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.

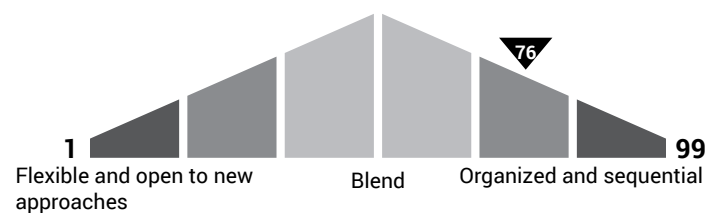
### Causes of Stress:

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.

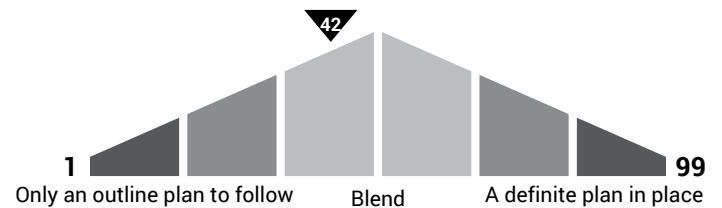
### Possible Stress Reactions When Needs Are Not Met:

- de-emphasis on system
- over-controlling

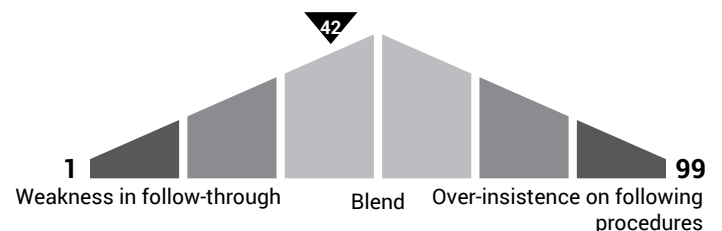
### Usual Behavior



### 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

### 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.

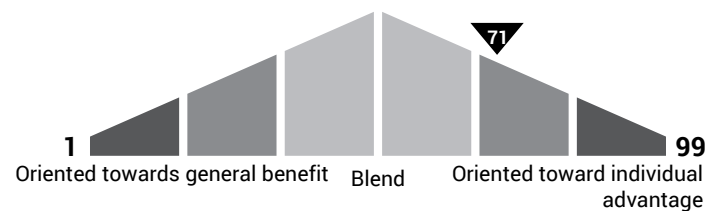
### Causes of Stress:

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.

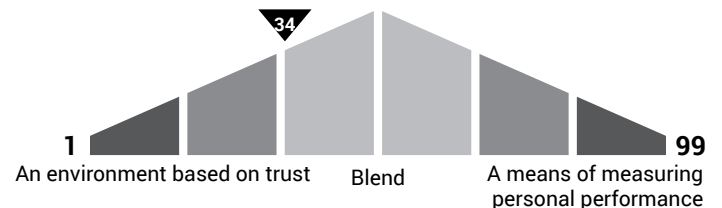
### Possible Stress Reactions When Needs Are Not Met:

- being self-promotional
- becoming distrusting
- opportunity minded

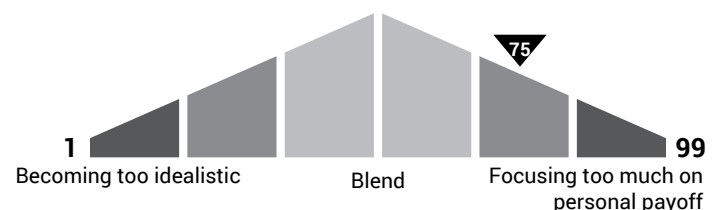
### Usual Behavior



### Needs



### Stress Behavior



# 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

### 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.

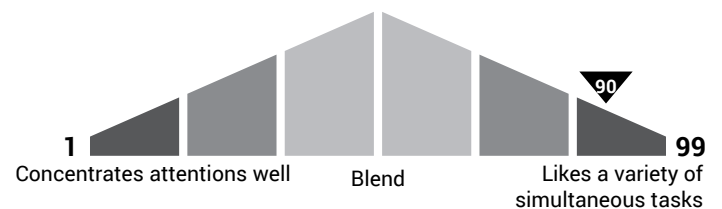
### Causes of Stress:

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.

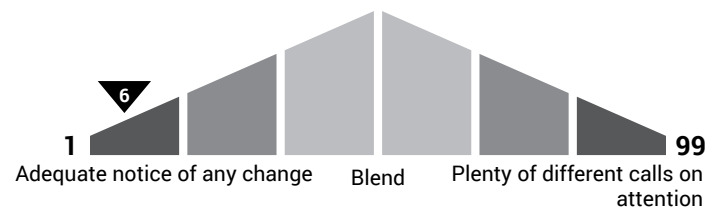
### Possible Stress Reactions When Needs Are Not Met:

- difficulty controlling restlessness
- concentration problems
- annoyance at delays

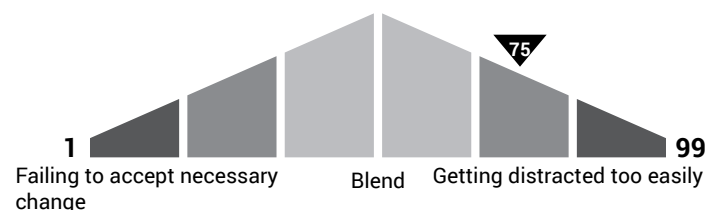
### Usual Behavior



### Needs



### Stress Behavior



# 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.

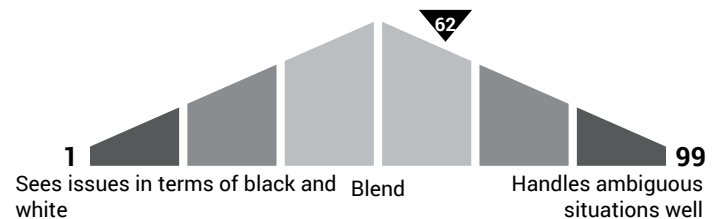
### Causes of Stress:

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

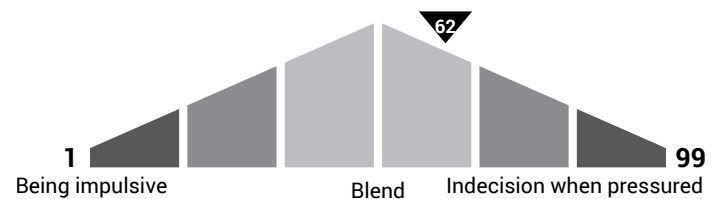
### Usual Behavior



### Needs



### Stress Behavior



# CHALLENGE & FREEDOM

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## CHALLENGE

Self Imposed Demands

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.

### Usual Behavior:

- driven
- strong-willed
- high expectations

### Needs:

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.

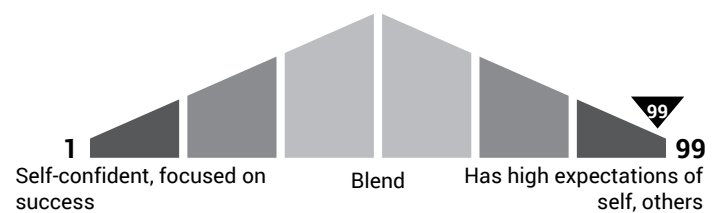
### Causes of Stress:

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.

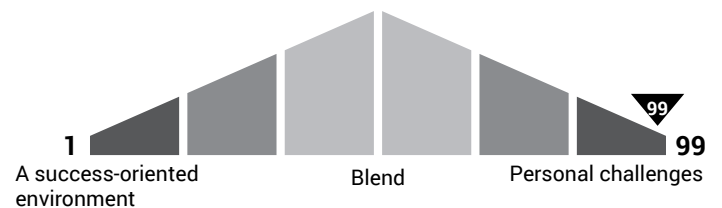
### Possible Stress Reactions When Needs Are Not Met:

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

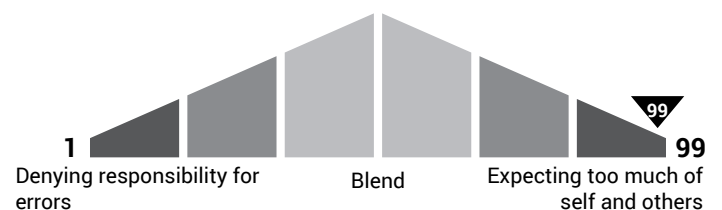
### Usual Behavior



### Needs



### Stress Behavior



# CHALLENGE & FREEDOM

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## FREEDOM

Personal 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.

### Usual Behavior:

- inner sense of freedom
- individualistic
- spontaneous

### Needs:

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.

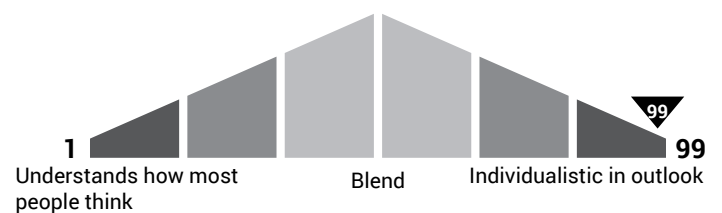
### Causes of Stress:

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.

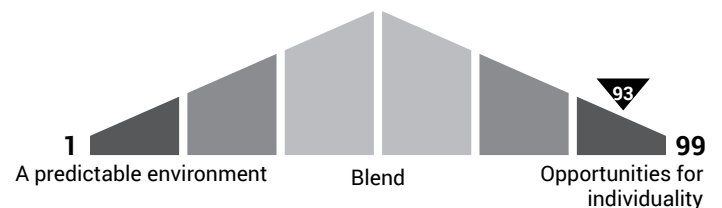
### Possible Stress Reactions When Needs Are Not Met:

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

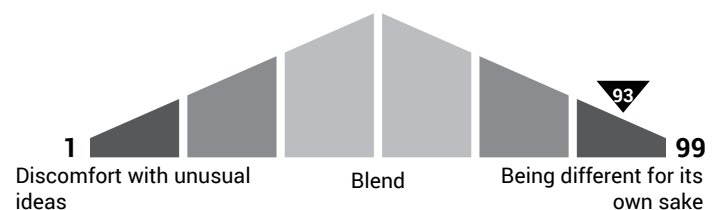
### Usual Behavior



### Needs

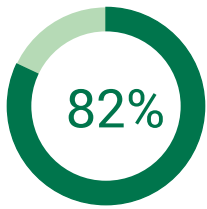


### Stress Behavior



# BIRKMAN INTERESTS

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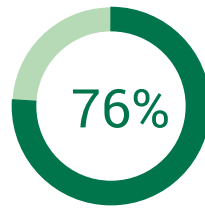


## SOCIAL SERVICE

Helping, advocating for people

**Activities include:**

Teaching, counseling, volunteering

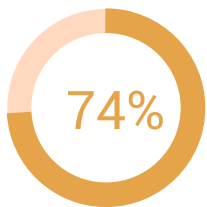


## PERSUASIVE

Persuading, motivating, selling

**Activities include:**

Debating, influencing, promoting

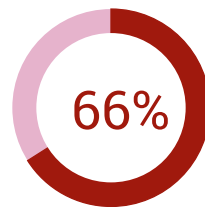


## NUMERICAL

Working with numbers and data

**Activities include:**

Accounting, investing, analyzing

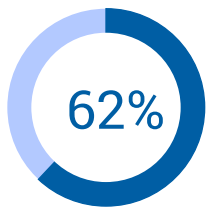


## TECHNICAL

Hands-on work with technology and machinery

**Activities include:**

Programming, assembling, using gadgets

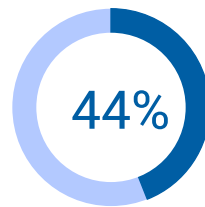


## ARTISTIC

Creation, appreciation for arts, aesthetics

**Activities include:**

Painting, appreciating art, designing

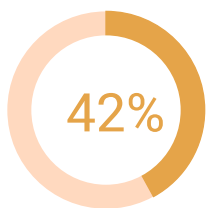


## MUSICAL

Playing, singing or listening to music

**Activities include:**

Attending concerts, collecting and appreciating music

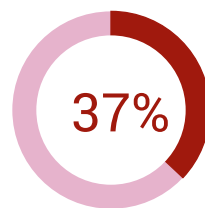


## ADMINISTRATIVE

Systems, order and reliability

**Activities include:**

System tracking, record keeping, categorizing

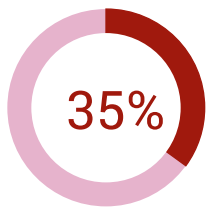


## SCIENTIFIC

Research, analysis, intellectual curiosity

**Activities include:**

Investigating, exploring medicine, experimenting

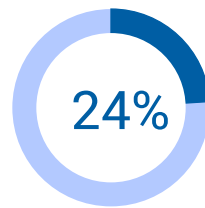


## OUTDOOR

Work in an outdoor environment

**Activities include:**

Being outdoors, farming, gardening



## LITERARY

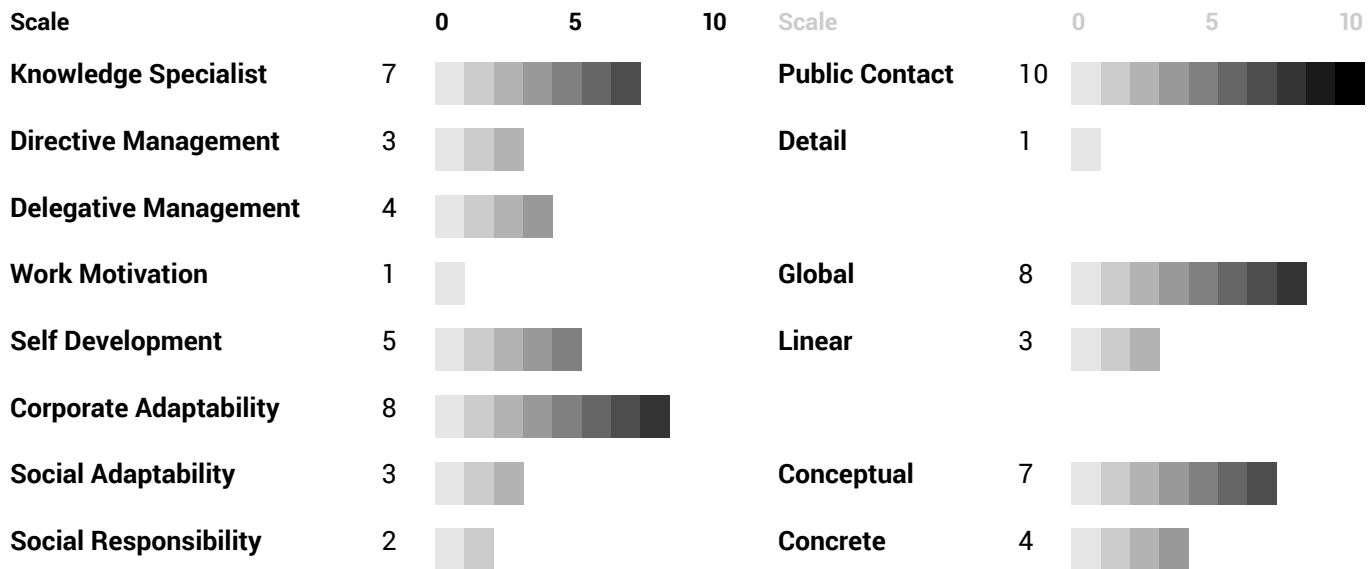
Appreciation for language

**Activities include:**

Writing, reading, editing

# WORK STYLES

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## The following are descriptions of typical behaviors of High Scores (7-10).

**Knowledge Specialist:** Contributes and leads by utilizing personal expertise and knowledge to find solutions. Leads by example. This includes managers and executives who are leaders in technical, educational, consulting and other specialized fields.

**Directive Management:** Personal, direct involvement in problem solving, controlling and implementing. Leads from the front in exercising authority. Includes managers and executives in action-driven organizations.

**Delegative Management:** Utilizes plans and strategies. Arranges resources and assists co-workers and teams in dealing with resource and implementation issues. Includes managers and executives in plan-driven organizations.

**Work Motivation:** A positive attitude toward work; exhibits a responsible outlook toward work rules and assigned functions. Able to find value in most jobs/roles.

**Self Development:** A positive attitude toward personal growth and development; utilizes classic educational systems more than hands-on experience. Motivated to make contributions and exercise professional or managerial responsibility.

**Corporate Adaptability:** A positive commitment to relationships and organizational goals necessary for advancing in the organization and corporate structure/culture. Dedicated to and identifies with the corporate initiatives that require significant individual and team commitment.

**Social Adaptability:** Adaptability to people, social situations, corporate and legal rules. Positive attitudes toward others, ability to withstand extended stress. Meets unexpected changes in an optimistic, tolerant manner, extends trust to others easily.

**Social Responsibility:** Values and supports social conventions in own social group. Provides and supports stability in work, family, legal and social relationships.

## Each pair below has a combined score of 11.

**Public Contact:** Prefers activities involving social contact. Seeks solutions through people. Focused on people being central to organizational effectiveness.

**Detail:** Concern for the procedural and detailed aspects of work. Focused on processes as central to organizational effectiveness.

**Global:** Problem solving that involves a relational and holistic process. Thinking and actions need not follow a set, sequential pattern.

**Linear:** Preference for activities and tasks that follow a logical, sequential analysis and process.

**Conceptual:** Utilizes abstract information, experience, intuition and knowledge to find fresh and imaginative solutions.

**Concrete:** Uses analysis and facts to solve problems.



# ORGANIZATIONAL FOCUS

JOHN Q. PUBLIC



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.

## JOHN Q. PUBLIC

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

### Description of Organizational Focus (by color):

<b>RED</b>	<p><b>Red - Operations/Technology</b></p> <ul style="list-style-type: none"> <li>• A work environment that emphasizes a practical, hands-on approach, usually with a tactical focus.</li> <li>• A product-focused culture with strong emphasis on implementation.</li> </ul>	<b>GREEN</b>
<b>YELLOW</b>	<p><b>Yellow - Admin/Fiscal</b></p> <ul style="list-style-type: none"> <li>• A work environment that emphasizes standards, tracking, and quality assurance.</li> <li>• A culture based on efficient procedures and policies.</li> </ul>	<b>BLUE</b>

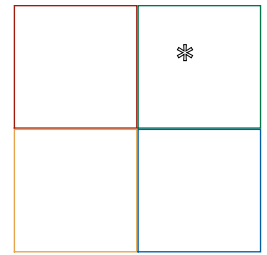
# BIRKMAN MAP SUMMARY

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Your **GREEN** Asterisk shows that you may like to:

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

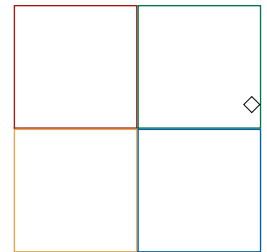


Your **GREEN** Diamond shows that you generally are:

- . responsive and independent
- . flexible and enthusiastic

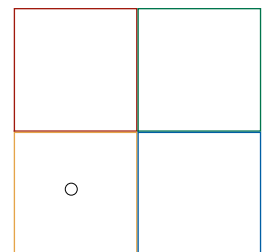
You also tend to be:

- . selectively sociable
- . thoughtful
- . optimistic



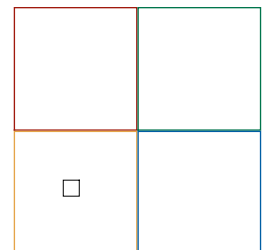
Your **YELLOW** Circle shows you are most comfortable when people around you:

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



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

- . over-controlling
- . resistant to change
- . conforming
- . quietly resistant
- . rigid



# Job Families / Job Titles

JOHN Q. PUBLIC



This report takes an in-depth look at the specific jobs you look most and least similar to within each of the Job Families. When online, click on the hyperlinked Job Titles to visit the US Department of Labor website where you can explore each Job Title in more detail.

<b>Construction &amp; Extraction</b>		<ul style="list-style-type: none"> <li>• Electricians</li> <li>• Carpenters</li> <li>• Supervisors Of Construction &amp; Extraction Workers</li> </ul>
<p>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.</p>		
<b>Management</b>		<ul style="list-style-type: none"> <li>• General &amp; Operations Managers</li> <li>• Public Relations &amp; Communication Managers</li> <li>• Property Managers</li> <li>• Food Service Managers</li> <li>• Medical &amp; Health Services Managers</li> </ul>
<p>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).</p>		
<b>Community &amp; Social Services</b>		<ul style="list-style-type: none"> <li>• Social &amp; Human Service Assistants</li> <li>• Counselors &amp; Therapists</li> <li>• Directors (Religious Activities &amp; Education)</li> </ul>
<p>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.</p>		
<b>Installation, Maintenance, &amp; Repair</b>		<ul style="list-style-type: none"> <li>• Transportation Mechanics &amp; Technicians</li> <li>• Electrical &amp; Electronics Repairers</li> <li>• Telecommunications Equipment Installers &amp; Repairers</li> </ul>
<p>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.</p>		
<b>Production</b>		<ul style="list-style-type: none"> <li>• Assemblers, Fitters, Finishers, &amp; Calibrators</li> <li>• Power, Gas, Chemical, &amp; Waste Plant/System Operators</li> <li>• Printing/Prepress Operators &amp; Bindery Workers</li> <li>• Industrial Production Managers</li> <li>• Machinists</li> </ul>
<p>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.</p>		

# Job Families / Job Titles

JOHN Q. PUBLIC



<b>Engineering &amp; Architecture</b>		<ul style="list-style-type: none"> <li>• Engineering Managers</li> <li>• Petroleum Engineers</li> <li>• Computer Hardware Engineers</li> <li>• Mechanical Engineering Technicians</li> <li>• Electrical Engineers</li> </ul>
<p>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.</p>		
<b>Healthcare Practitioner &amp; Technician</b>		<ul style="list-style-type: none"> <li>• Medical &amp; Health Services Managers</li> <li>• Physicians</li> <li>• Medical Technologists &amp; Technicians</li> </ul>
<p>Providing medical care and treatment in an effort to achieve optimal mental and physical patient well-being. Duties may include assessing patient health, diagnosing illnesses, performing surgery, prescribing medication, implementing prevention strategies, conducting/reviewing laboratory diagnostics, and supervising medical support staff. Most of these occupations require a graduate education.</p>		
<b>Sales &amp; Related</b>		<ul style="list-style-type: none"> <li>• Supervisors Of Retail Sales Workers</li> <li>• Marketing Managers</li> <li>• Telemarketers</li> <li>• Supervisors Of Non-Retail Sales Workers</li> </ul>
<p>Selling goods or services to a wide range of customers across various industries. Duties may include selling retail, appliances, furniture, auto parts, medical services, insurance, real estate, financial or consulting services, securities and commodities, as well as other products/services.</p>		
<b>Arts, Design, Sports, Media, &amp; Entertainment</b>		<ul style="list-style-type: none"> <li>• Public Relations &amp; Communication Managers</li> <li>• Public Relations Specialists</li> <li>• Graphic Designers</li> </ul>
<p>Creating and/or expressing ideas or demonstrating talents through various media for entertainment, informational, or instructional purposes. Duties may include acting, dancing, singing, designing graphics, operating media equipment, translating text, writing literature, producing/directing movies or plays, public speaking, radio announcing, competing in sporting events, news reporting, among other specific functions within the media.</p>		
<b>Legal</b>		<ul style="list-style-type: none"> <li>• Paralegals &amp; Legal Assistants</li> <li>• Litigation Lawyers (Win-Lose Outcomes)</li> <li>• Corporate Lawyers (Consensual Outcomes)</li> </ul>
<p>Researching, litigating, and documenting matters relating to the law, specializing in litigation, arbitration, transcription, investigation, or negotiation of legal issues. Duties may include representing clients in legal proceedings, examining legal statutes, documenting agreements, drafting contracts, investigating cases, and transcribing hearings.</p>		

# Job Families / Job Titles

JOHN Q. PUBLIC



## Education, Training, & Library



Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may include instructing children, adolescents, adults, individuals with special needs, or other specific samples within a formal or informal setting, creating instructional materials and educational content, and providing necessary learning resources.

- Education Administrators (Postsecondary)
- Secondary School Teachers (Except Special Education)
- Education Administrators (Elementary & Secondary)

## Business & Finance



Analyzing and evaluating business/financial information for the purposes of documenting, making recommendations and/or ensuring adherence to business protocol. Duties may include preparing financial reports, developing investment strategies, analyzing general business trends, or assessing risk/liability, to streamline the operations of an organization.

- General & Operations Managers
- Employment, Recruitment, & Placement Specialists
- Training & Development Managers
- Human Resources Managers
- Financial Analysts

## Office & Administrative Support



Providing clerical support within an organization. Duties may include preparing statements, tracking accounts, record keeping, bill collecting, making phone calls, scheduling appointments, entering data, providing customer service, ordering and tracking inventory, handling monetary transactions, among other administrative support tasks.

- Property Managers
- Supervisors Of Office & Administrative Support Workers
- Human Resources Assistants
- Data Entry Keyers
- Office Clerks (General)

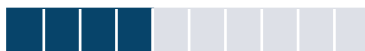
## Healthcare Support



Providing support functions in the healthcare field. Duties may include assisting physicians with patient care and treatment, rehabilitation, record keeping, transcription, and other routine medical functions.

- Medical Assistants & Transcriptionists
- Nursing Aides, Orderlies, & Attendants

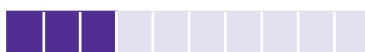
## Protective Service



Serving and protecting the best interests of the community, environment, and/or individuals, adhering to federal, state, and local laws. Duties may include investigating criminal cases, regulating traffic and crowds, fire fighting, ticketing/arresting perpetrators, inspecting baggage or cargo, responding to emergency situations, patrolling designated areas, guarding establishments, and providing other security measures.

- Security, Police, & Fire Fighting Enforcement Managers
- Security Guards
- Supervisors Of Police, Fire Fighting, & Correctional Officers

## Farming, Fishing, & Forestry



Performing various outdoor activities related to agriculture, horticulture, aquaculture, and/or forestry. Duties may include attending to live farm, ranch, or aquacultural animals, planting, cultivating, and harvesting crops, hunting and trapping wild animals, developing, maintaining, or protecting forested areas and woodlands, and/or cutting, sorting, and grading trees for multiple uses.

# Job Families / Job Titles

JOHN Q. PUBLIC



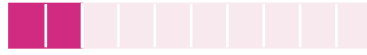
<b>Food Preparation &amp; Serving-Related</b>		<ul style="list-style-type: none"> <li>• Food Service Managers</li> <li>• Bartenders</li> <li>• Waiters &amp; Waitresses</li> </ul>
<b>Building/Grounds Cleaning &amp; Maintenance</b>		<ul style="list-style-type: none"> <li>• Supervisors Of Housekeeping, Janitors, &amp; Groundskeepers</li> <li>• Housekeeping, Janitors, &amp; Groundskeepers</li> </ul>
<b>Computer &amp; Mathematical Science</b>		<ul style="list-style-type: none"> <li>• Computer &amp; Information Systems Managers</li> <li>• Data Warehousing &amp; Mining Analysts</li> <li>• Operations Research Analysts &amp; Statisticians</li> </ul>
<b>Life, Physical, &amp; Social Science</b>		<ul style="list-style-type: none"> <li>• Biological &amp; Agricultural Technicians</li> <li>• Natural Sciences Managers</li> <li>• Microbiologists</li> </ul>
<b>Transportation &amp; Material Moving</b>		<ul style="list-style-type: none"> <li>• Freight, Stock, &amp; Material Handlers</li> <li>• Supervisors Of Vehicle Operators</li> <li>• Pilots</li> </ul>

# Job Families / Job Titles

JOHN Q. PUBLIC



## Personal Care & Service



Providing personal assistance, care, and services to individuals in various contexts. Duties may include attending to children, caring for the elderly or disabled, coordinating tourist travel, ensuring safety and comfort to travelers, providing cosmetic services, coordinating recreational activities for residential facilities, as well as other personal care and service tasks.

- Child Care Workers & Home/Personal Care Aides
- Hairstylists, Manicurists, & Morticians

# MANAGERIAL STYLE

JOHN Q. PUBLIC



The Managerial Style report provides a narrative description of an individual's preferred managerial styles in the four classic management areas of Planning, Organizing, Directing and Controlling. The number of statements generated for each topic will vary depending on the individual's unique style. **Areas in which the related Component scores are more moderate will have few to no statements.**

## PREFERRED STYLE WHEN PLANNING

### POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- Applies authoritarian methods as base of company policy and planning

### IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals

## PREFERRED STYLE WHEN ORGANIZING

### ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate

### PROMOTING TEAMWORK

- Organizes teams as loose confederations of individuals

### 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

### DELEGATING

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

### IMPLEMENTING

- Initiates action with the support of superior authority

## PREFERRED STYLE WHEN DIRECTING

### COMMUNICATING

- Emphasizes personal authority and influence in communicating

### MOTIVATING

- Views teams as separate from personal effort
- Gives individuals close, firm direction

### NEGOTIATING

- Emphasizes face-to-face debate, gaining edge on opponent



# MANAGERIAL STYLE

JOHN Q. PUBLIC



## PREFERRED STYLE WHEN DIRECTING (cont.):

### CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict

### DEVELOPING PERSONNEL

- Gives personal assignments and rewards

## PREFERRED STYLE WHEN CONTROLLING

### REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance

### 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

### REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis

### MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision

### MANAGING CHANGE

- Takes appropriate individual action when changes in circumstances necessitate it

# COACHING PAGE

JOHN Q. PUBLIC



## 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

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

Address the positive sides of issues. *Emotional Energy*

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

- \* Keep debates controlled and positive. *Assertiveness*
- \* Provide a balance of team and individual goals. *Incentives*
- \* Freely explain the reasoning in making changes. *Restlessness*

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