

A CUSTOM

BIRKMAN

REPORT SET

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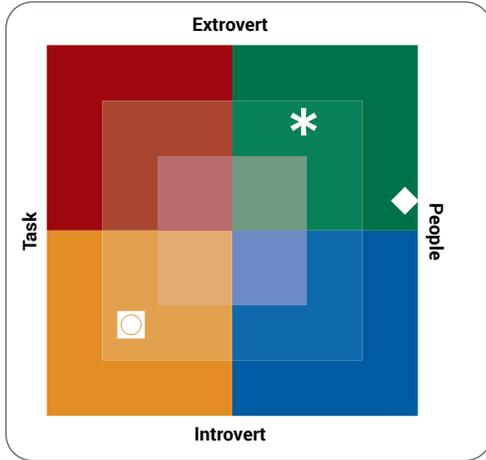
ADVANCED SUMMARY

JOHN Q. PUBLIC

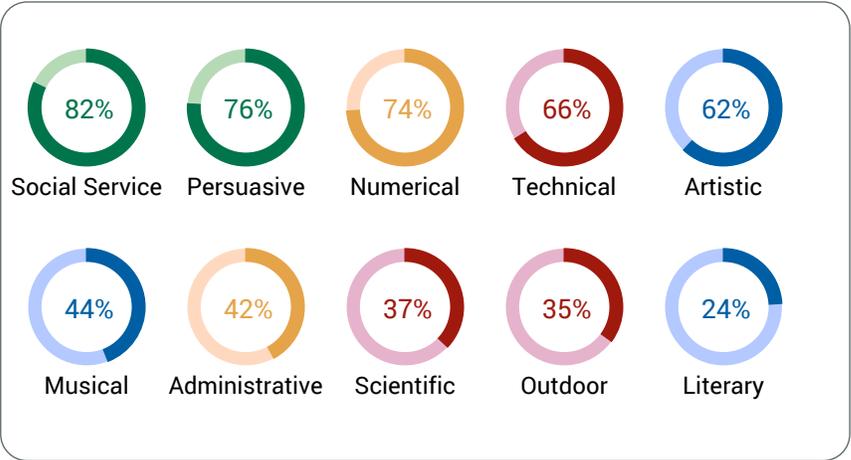


A Birkman Certified Professional should review these results with you

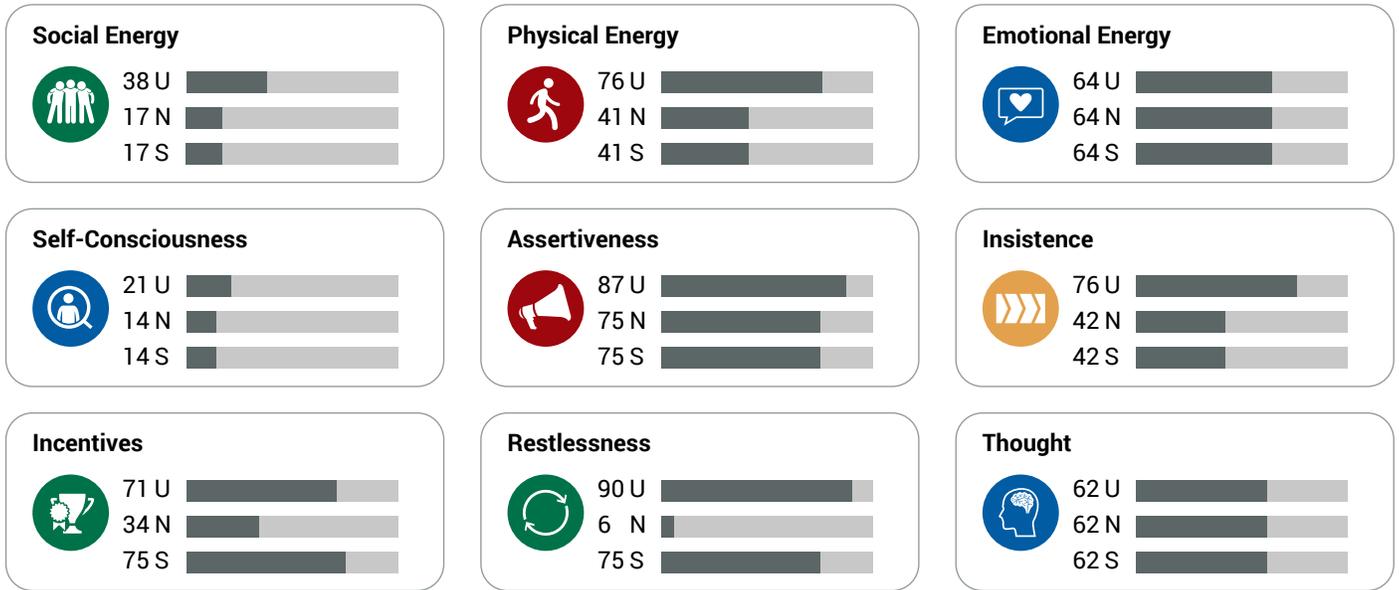
BIRKMAN MAP



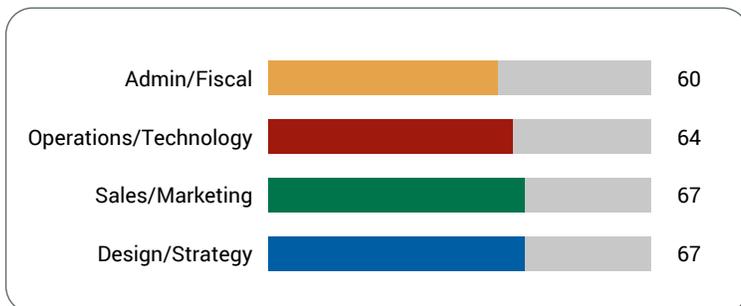
BIRKMAN INTERESTS



BIRKMAN COMPONENTS



ORGANIZATIONAL (TASK) FOCUS



MINDSET





SOME BASIC INFORMATION ABOUT YOU

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

- You combine a liking for practical tasks with an interest in persuading or teaching other people. You are interested in both products and services, in both what is being "sold" and the people who are "buying."
- You combine insight into the thinking of other individuals with a certain degree of authority. Personal interaction with others, socially or one-on-one, is characteristic of your usual behavior, with an emphasis on your own feelings and the feelings of other people
- You're most comfortable in surroundings which encourage focus on the task at hand, which are structured and predictable to some extent, and where other people are not domineering



YOUR STRENGTHS

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

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



TRUST

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

SECTION A: How you encourage trust in others

- Believe that being direct and forthright, particularly with key individuals, encourages the trust relationship
- Take a structured approach to developing trust relationships, proceeding from one stage to the next as trust builds
- Find it easy to use your naturally authoritative style to encourage trust from other people
- Consider trust to be something that develops from the natural respect that keen competitors have for one another
- Consider that trust develops principally when people work actively alongside one another

SECTION B: How others can encourage trust in you

- Be direct with you -- don't beat around the bush
- Engage you alone or with one or two other people where possible; don't expect to gain your trust in a more general group- or team-based session
- You can feel less secure unless it's clear to you exactly who is in charge

SECTION C: When your level of trust drops

- May become curt and over-direct, even with key players
- May withdraw mentally or even physically from group participation; can begin to wonder if anyone trusts you
- Can become too domineering and over-assertive
- May become self-protective; tell yourself that if you do not look out for yourself, nobody else will



HOW TO INCENTIVIZE YOU

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

- Talk about remuneration privately, not openly



HOW YOU PREFER OTHERS TALK TO YOU

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

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



HOW YOU PREFER OTHERS WORK WITH YOU

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

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



HOW YOU HANDLE OTHER PEOPLE

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

SECTION 1: When you are at your best

- Are typically direct and straightforward – tend to get to the point
- Structured in your approach to situations; present your outline point by point, with at least some focus on detail issues
- Tend to exercise authority naturally – generally give direct orders as much as you may seek a consensus from others
- Are naturally competitive; like to win, and prefer to encourage others using individualized incentives
- Physically energetic; bring an emphasis on direct action to most issues, and seek a similar approach from others
- Like to have plenty of variety in your routine; likely to expect others to be able to handle more than one issue at once

SECTION 2: Your less effective approach

- Can be brusque and over-direct, upsetting more sensitive people without realizing it
- Can withdraw from general interaction with people; may remain by yourself, or depend too much on a few people who are close to you
- Can become more domineering than you realize; may take others' silence for consent, when in fact they are intimidated
- Can become over-competitive, to the extent that the need to win can be more important than a solution that benefits all
- Can sometimes be too inclined to deal with too many issues at once, or to focus unduly on secondary matters whose relevance is doubtful



MOTIVATING YOU FOR BEST PERFORMANCE

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

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



YOUR POSSIBLE INEFFECTIVE TACTICS IN MEETINGS

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

- Can tend to be dismissive of individuals you disagree with
- Can be silent during the meeting or refuse to contribute
- May start to argue loudly, become bossy, even aggressive
- Want to win at all costs
- Can lose focus and bring in irrelevant issues



YOUR LEADERSHIP STYLE

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

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



YOUR LEARNING STYLE

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

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



YOUR POSSIBLE CHALLENGES

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

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



HOW YOU INCENTIVIZE OTHERS

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

- Tend to tell people frankly what you think is their value
- More at ease when incentives can be determined from some pre-existing remuneration plan
- Much prefer to recognize achievement with concrete financial rewards
- Value employees who are busy and seem always to be heavily scheduled



HOW YOU SEEK TO INFLUENCE OTHERS

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

Effective approach

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

Less effective approach

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



MANAGING YOUR TIME

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

Your effective approach to managing your time

- Focus: *Prioritizing*:** You are most effective when you structure your projects and the projects of other people. Organizing your tasks, sequencing, and assigning priority to them works best for you
- Focus: *Delegating*:** You have the energy level to handle those tasks which you cannot afford to delegate, and to watch closely or even contribute to those tasks which have been delegated
- Focus: *Delegating*:** It is fairly easy for you to delegate simple matters: you prefer to exercise more care with, and to take more time deciding how best to handle, those tasks that are more complex or ambiguous
- Engaging others:** You are able to engage key individuals by being direct and straightforward with them about your requirements and your expectations of them
- Engaging others:** You are fairly friendly, but you are able to distinguish between situations that are best addressed by engaging with the team and those times when an individual approach may be more effective
- Engaging others:** You are able to find a balance between facts and logic on the one hand and the emotional component on the other, and to work with one or the other as may be necessary
- Engaging others:** You enjoy moving your attention from one area to another: you can be effective when it comes to multi-tasking
- Being accountable:** You believe strongly in individual accountability: you like to give people the freedom to achieve competitively, but also to be individually answerable for their results

Your less effective approach to managing your time



MANAGING YOUR TIME

- Engaging others:** You can be too inclined sometimes to dismiss the need for respect and consideration that some key individuals may have, and this can result in your being too direct in your conversations with them
- Engaging others:** Sometimes you can be inclined to dismiss the importance of larger team- or group-based meetings because you underestimate the energy that many people get from group interactions
- Engaging others:** Sometimes you can find it hard to focus your attention. Secondary matters start to acquire a significance for you out of proportion to their real importance
- Being accountable:** Your underlying competitiveness can result in your encouraging individual achievement which can come only at the expense of team-based values

Increasing your effectiveness

- Engaging others:** It may be necessary to tell people you respect them more often than you think ought to be the case
- Engaging others:** Have someone who can tell you frankly which group sessions or larger meetings you simply should attend, even if you don't want to
- Engaging others:** Let others know that it is OK to interrupt you with important matters even if you don't look particularly happy when it occurs



MONEY AND TRUST

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

SECTION 1: When money matters become stressful, you may:

- Become too terse, abrupt, and direct with key people - your family, close friends, or advisers
- Be too secretive about your financial affairs, even when talking about them in a group setting might be beneficial to you
- Become overbearing or domineering with advisers or family when you are feeling afraid or insecure
- Be inclined to distrust even those who are working on your behalf because you suspect they are mainly out for themselves
- Want to constantly change your investment or savings patterns when long-term thinking is the best approach

SECTION 2: It is suggested you work with:

- Someone who will "give it to you straight" rather than sparing your feelings
- Someone who understands your need to talk over matters privately
- Someone who is not afraid to argue with you if he or she thinks you are wrong or misguided
- Someone whom you are happy to see rewarded if he or she does a good job with your finances
- Someone who concentrates his or her attentions on you and your financial concerns



WHAT KIND OF TEAM PLAYER ARE YOU?

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

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



THE EFFECT OF INTERESTS ON YOUR WORK

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

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



FORGIVING OTHERS

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

SECTION 1: Forgiveness may be hard for you because:

- of a desire to tell the people who wronged you exactly what you think of them
- you simply want to be left alone instead of engaging with people you don't like
- you are afraid that if you ever got involved in trying to forgive, you would start getting pushy or domineering
- the focus seems to be in the wrong place: why should you forgive when you were the one who suffered?
- it is hard to make up your mind just how you should approach forgiveness, with all the advice you seem to get

SECTION 2: We suggest one or more of the following:

- Talk to someone who is matter of fact but whom you know to be wise in these matters
- Talk to people who are close to you where possible, rather than in front of a group
- You will do well if you seek help from someone you can respect as a natural authority figure
- Discuss the matter with someone who understands your difficulties with the apparent "one-sidedness" of forgiveness
- Talk to someone who concentrates his or her attentions on you



HANDLING COMMITMENT

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

SECTION A: Your effective approach to handling commitment

- You are usually clear and straightforward when you are framing your commitment message for key individuals
- Your usual practice is to outline your commitment in some detail, rather than in general terms
- Your natural authority style makes it easy for you to request input from others, even if they're initially reluctant to contribute
- You tend to see commitment as involving each team member's competitive desire to win

SECTION B: Your less effective approach

- You can be too forthright with others when you believe that you are merely trying to establish clarity
- You can become more domineering than you realize when discussing commitment, rather than being open to input from others
- Establishing the team's commitment can turn into a desire to promote your own ideas at any price

SECTION C: Increasing your level of commitment

- Be candid with you about what is being asked of you
- Be sure that you are clear about lines of authority, whether that authority is vested in you or someone else. Others should not expect commitment from you unless you are clear who is "in charge"



HANDLING CONFLICT

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

SECTION A: Your effective approach to handling conflict

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

SECTION B: Your less effective approach

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



HANDLING CONFLICT

SECTION C: Increasing your effectiveness

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



RELATIONAL DISRUPTERS

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

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

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

SECTION B: How others may unintentionally annoy you

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



RELATIONAL DISRUPTERS

SECTION C: Avoiding "derailers" and becoming more effective

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



YOUR RELATIONSHIP WITH YOUR SPOUSE OR PARTNER

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

SECTION A: When you are at your best

- You prefer to be direct and open in interactions with your partner
- You are organized and like to do things a certain way
- You like to exercise authority directly in your relationship
- You take pride in your material possessions as a symbol of the success of your relationship
- Actively doing things together is for you an important part of a good relationship
- You like variety and novelty and doing two or more tasks at the same time

SECTION B: What you need

- You feel more at ease when your partner is frank and direct with you
- Your relationship with your partner benefits from time spent just with one another
- It is important to you to feel that you are an authority figure in your relationship
- You like plenty of notice of any change affecting your relationship with your partner

SECTION C: Things to work on

- Sometimes you can be too terse with your partner, particularly if you feel stressed
- You can withdraw when you and your partner have to socialize
- You can become outspoken, even domineering, with your partner
- You may tend to see disagreements between you as rooted basically in financial matters
- You can find it hard to sit still and concentrate



YOUR RELATIONSHIP WITH YOUR CHILD

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

SECTION A: When you are at your best

- You are generally straightforward in your dealings with your child
- You prefer to build your relationship with your child on basic rules, which you want her/him to follow
- You prefer to exercise authority directly with your child where that is appropriate
- You like to teach your child the real value of money
- You value the time you and your child spend in physical activities
- It is natural for you to create an environment for your child that has plenty of variety and novelty in it

SECTION B: What you need

- You like your child to be direct and open with you
- You value the extent to which your child wants to be just with you, as opposed to wanting to socialize
- You need to feel that your child sees you as a figure of authority in the family
- You prefer that your child not spring surprises on you

SECTION C: Things to work on

- You can react adversely if your child's sensitivity prevents her/him from being frank with you
- You can find it hard to participate when your child wants you to be involved constantly in her/his social activities



YOUR RELATIONSHIP WITH YOUR CHILD

- You can become too domineering and over-assertive with your child
- You can place too much emphasis on the importance of your child winning at all costs
- You can underestimate the extent to which your child can value a predictable routine