

A CUSTOM

BIRKMAN

REPORT SET

THIS REPORT WAS PREPARED FOR:
JOHN Q. PUBLIC (BX6396)
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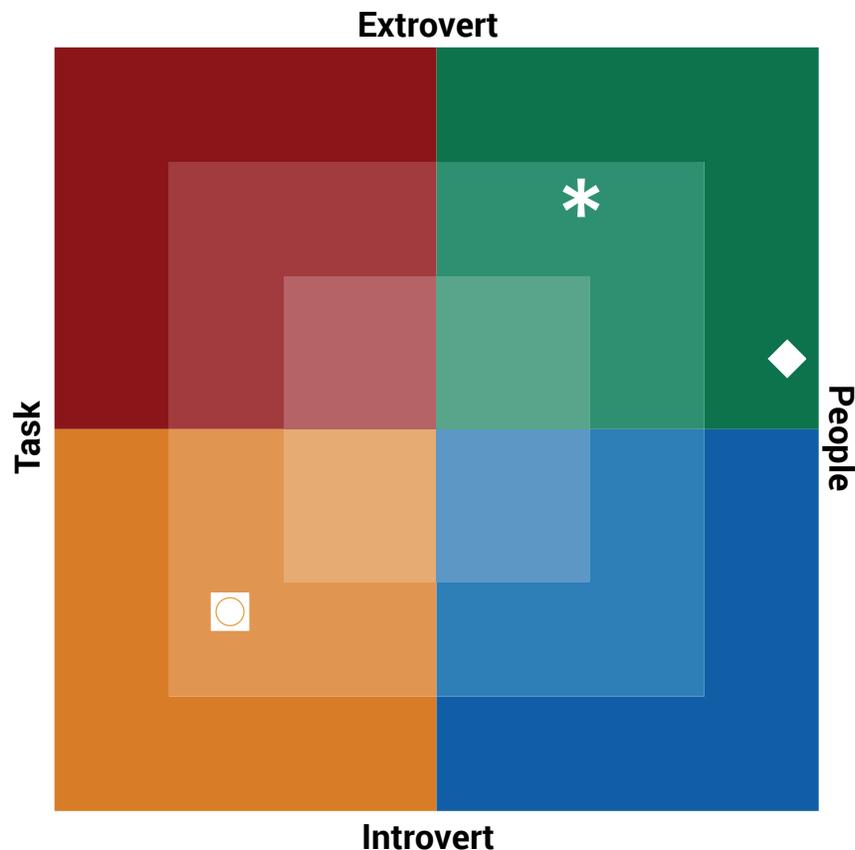
BIRKMAN SALES MAP

JOHN Q. PUBLIC



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

-  **INTERESTS** - The Asterisk describes what salespeople enjoy about selling. While all salespeople want to make the sale, they tend to enjoy different aspects of the process.
-  **USUAL BEHAVIOR** - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive sales behavior. This is how other people see you. Usual Behavior is how you act when your Needs have been met.
-  **NEEDS** - The Circle describes the kind of motivation you need to show your Usual Sales Behavior. Needs often remain hidden or invisible to others.
-  **STRESS BEHAVIOR** - The Square represents your frustrated behavior. This is your reactive, unproductive style. Stress Behavior is how you act when your Needs have not been met for an extended period of time. You may see some of the challenges you face arise here.



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EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

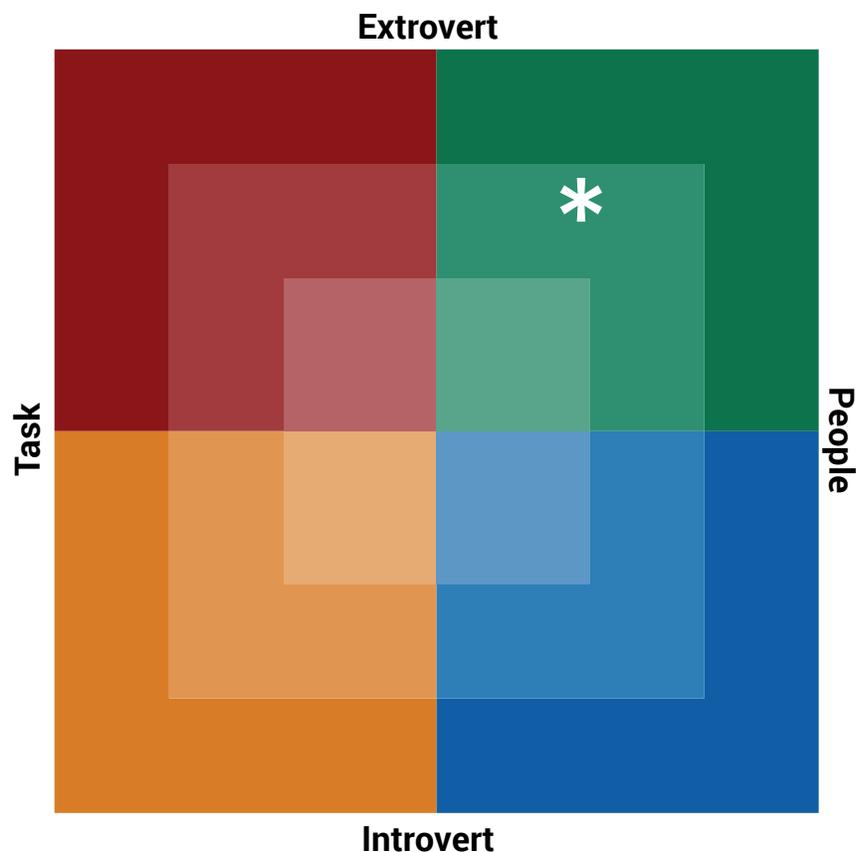
The Asterisk describes what you enjoy about selling. Your Asterisk is in the GREEN quadrant. Your sales style probably has a very people-oriented emphasis.

Salespeople in the GREEN quadrant like to focus on:

- the prospect
- developing a buyer/seller relationship
- persuading others to their point of view
- directing the sale

Your Asterisk shows that you enjoy:

- focusing on the prospect
- developing a buyer/seller relationship
- persuading others to your point of view
- directing the sale
- selling the prospect on your products, services or ideas



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EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

The Diamond describes your Usual Sales Behavior. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are selling effectively, you are generally persuasive and insightful.

Usual Behaviors in the GREEN quadrant include being:

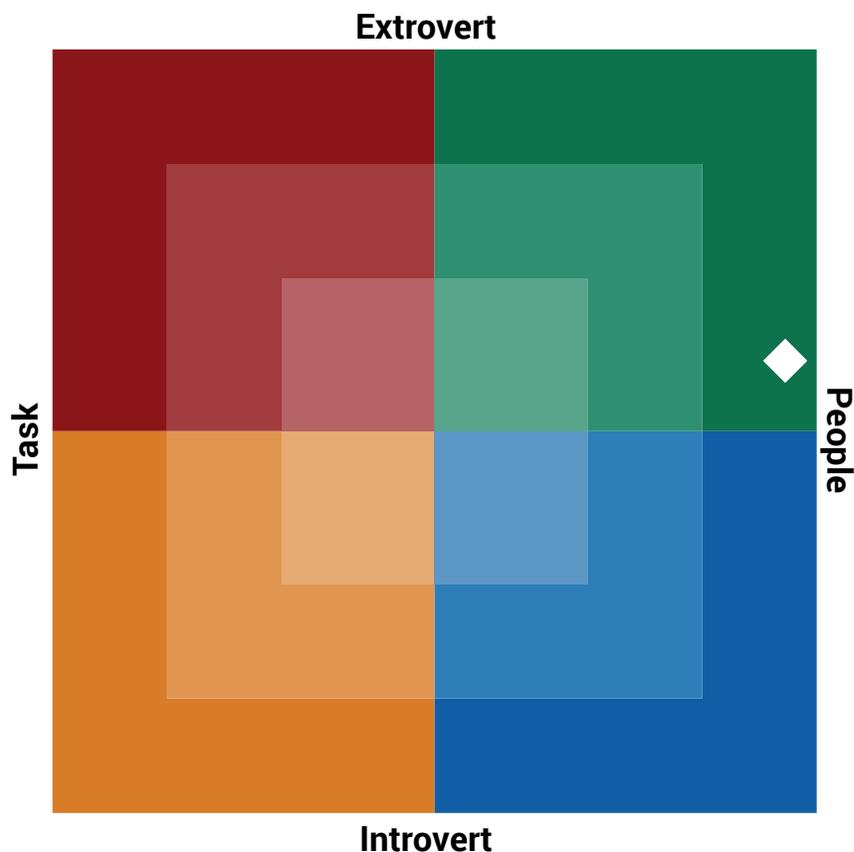
- able to direct the sale
- competitive
- engaging
- spontaneous
- willing to take a risk

Your Diamond shows that you are usually:

- willing to take a risk
- able to direct the sale

You also tend to be:

- attentive to the individual
- thoughtful
- optimistic about the sale



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EXPLANATION OF YOUR NEEDS (THE CIRCLE)

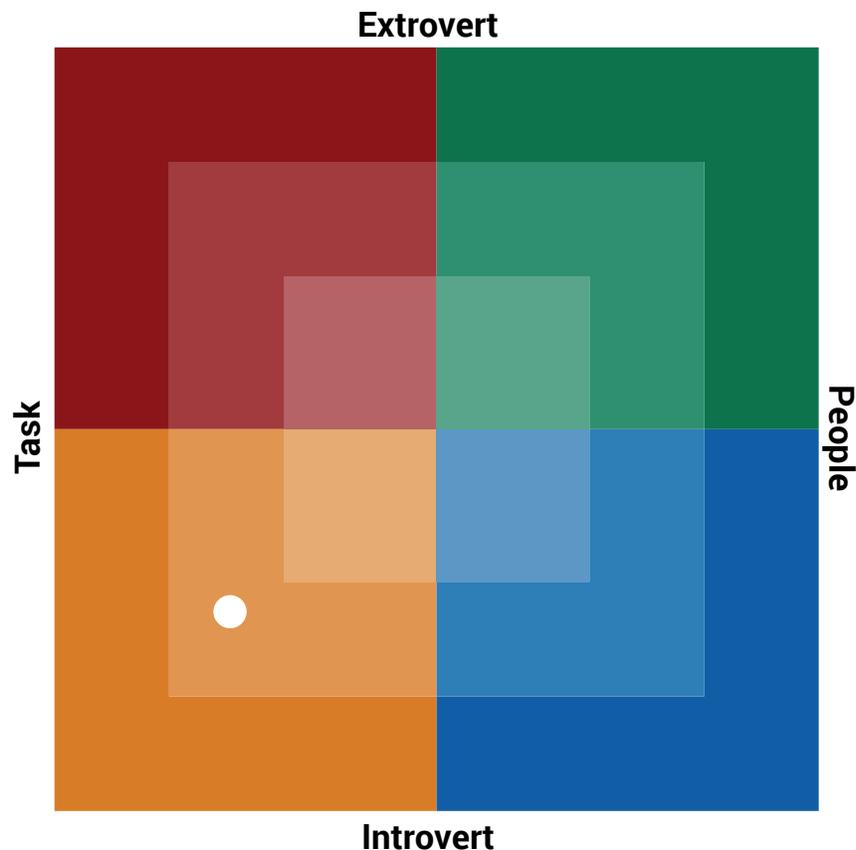
The Circle describes the kind of motivation you need to show your Usual Sales Behavior. Your Circle is in the YELLOW quadrant. To sell most effectively, you respond best to motivation which is orderly and consistent.

Those with Needs in the YELLOW quadrant need motivation based on:

- a controlled, consistent environment
- a minimum of distractions
- proven procedures to follow
- detailed directions
- advance notice of changes

Your Circle shows you are most comfortable when you are given:

- a controlled, consistent environment
- a minimum of distractions
- proven procedures to follow
- detailed directions
- advance notice of changes



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EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

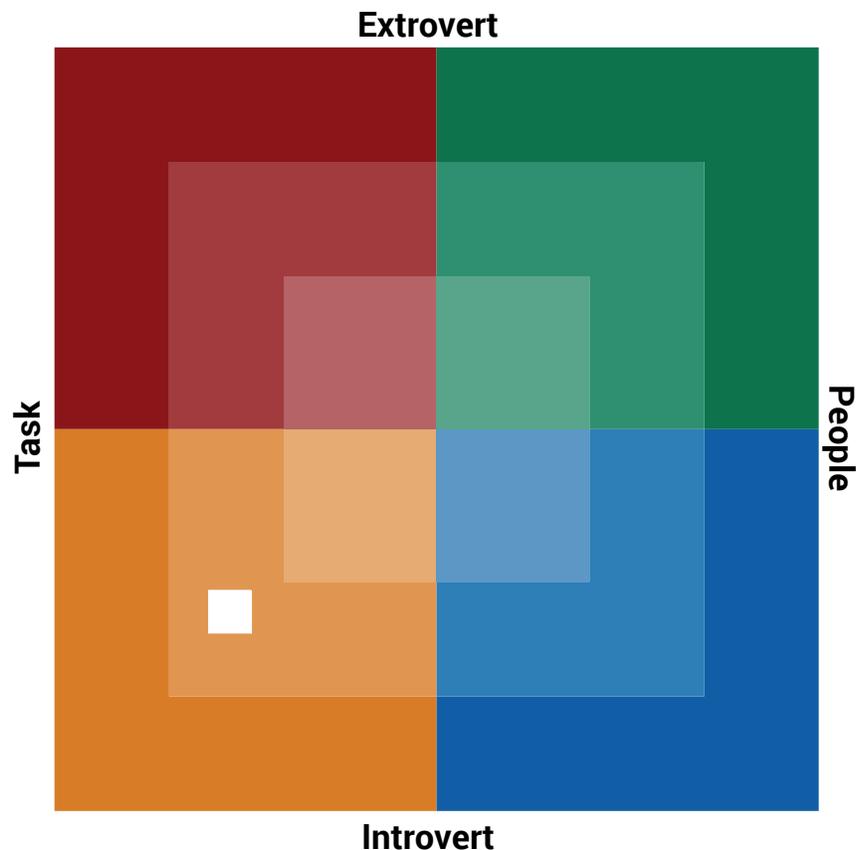
The Square describes your Stress Behavior when your needs are not met. Your Square is in the YELLOW quadrant. When you are not motivated in the way your Square suggests, you may become inflexible and resist change.

Those with Stress Behaviors in the YELLOW quadrant may become:

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

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

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





INCREASING YOUR SALES EFFECTIVENESS

The following statements are generated from your Birkman Interests, 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: Your likely effective sales style

- Directly persuading and influencing prospects is an important part of your effective sales style
- Feeling that you are selling a product or service that genuinely benefits the prospect tends to increase your effectiveness
- You feel more effective when you have a complete grasp of the "numbers" and can talk to the prospect about them
- You feel much more at ease when you have a relationship with a prospect that enables you to be direct and straightforward
- You tend to be most effective when you are able to structure your presentation, moving the prospect logically from one aspect to another in an organized way
- You can be very effective with prospects who like to push back, even if they do so energetically; you can relish vigorous debate and discussion
- You have a natural competitiveness, and you enjoy being able to measure yourself against others in terms of the effectiveness of your sales style
- You have a high level of physical energy, and this can allow you to give yourself a fairly heavy schedule as a salesperson - something which you usually enjoy
- You like to have several issues to attend to at a time, and to move your attention from one to the other; you're more effective taking this approach than concentrating for a long time on just one matter

SECTION B: What you need from others and from your environment

- Be sure you have supporting documentation for any claims you may make about your product or service. Have relevant written materials as leave-behinds. Be sure to follow up in writing



INCREASING YOUR SALES EFFECTIVENESS

- You do your best work when other important people - bosses, colleagues, clients - are frank and straightforward in their dealings with you
- Be sure you have opportunities every so often to get away from larger groups of people and be by yourself or with one or two people who are important to you
- You respond best to natural authority figures who find it easy to take charge
- Particularly on important projects, it's important that you be permitted to concentrate your attentions, to be free from unnecessary distractions, and to be protected from unexpected change, as far as this is possible

SECTION C: Your less effective style

- Written materials that support and amplify your presentations are more important to many prospects than you may suspect
- You can become too abrupt with key people when they seem to you to be overly sensitive; this can happen because you fail to read underlying signals that they may be putting out
- Under stress, you can fail to respond adequately to social or large-group situations; you can find it hard to be friendly when you are under a lot of pressure
- In stressful situations, you may sometimes come on too strong; what looks to you like a lively debate can be seen by others as pushy behavior or a refusal to listen to another point of view
- Because you relish competition, sometimes the sale can become a matter of "who wins" instead of a win-win situation for you, the prospect, or your respective companies
- When things go wrong, you can become distracted; there can be a tendency to take your eye off the ball, and start addressing secondary issues which are not really relevant

SECTION D: Action questions and your answers

- Do you have all the written materials and documentation you may be asked for?



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 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



HOW YOU SEEK TO INFLUENCE OTHERS

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

Effective approach

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

Less effective approach

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



MOTIVATING YOU FOR BEST PERFORMANCE

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

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