BIRKMAN

HIGH - PERFORMING TEAMS

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High-Performing Teams

Building The Foundation

Prepared For
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(XXXXXX)
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Team Name
SAMPLE TEAM

Team Members
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Table of Contents

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Introduction & Objectives

High-performing teams are driven by a common **Purpose** and they continuously work to create an environment of **Clarity** and **Psychological Safety**. *High-Performing Teams: Building the Foundation* uses these three pillars to help teams, and the individuals within those teams, assess their strengths and opportunities for growth. Throughout this workbook, you will explore three core aspects of The Birkman Method—Usual Behavior, Needs, and Interests—both at an individual and team level. You will find customized information based on your responses to the Birkman questionnaire, as well as information that reflects your team as a whole. This approach will lay the foundation for creating awareness and appreciation of different personalities in the workplace, resulting in stronger, more productive teams.

Throughout this workbook and related workshop you will:

- Become familiar with the three pillars of high-performing teams and learn how to identify a high-performing team

- Recognize the strengths and potential challenges of your personality compared to that of your team

- Discover the similarities and differences between how you and your team are motivated

- Improve communication and effectiveness by leveraging awareness of individual and team Needs

- Create a development plan to turn awareness into actionable results in order to impact the bottom line of the business

Leveraging Your Diverse Strengths

High-performing teams recognize and appreciate that team members can utilize a variety of behavioral approaches to achieve success, and that the best teams intentionally leverage their diverse strengths.

Your Usual Behavior shows that you tend to be Flexible, Suggesting, and Straightforward. Take a moment to reflect on how these behaviors characterize your approach at work. In the space below, write about how these behaviors act as strengths and specific ways you can leverage them in the future.

FLEXIBLE	How this behavior is a strength for me:
o You have a natural flexibility and find it easy to pivot when needed. o You are spontaneous and quickly adapt to change in the workplace. o You tend to not be tied to existing processes and procedures.	_____ _____ _____ _____
SUGGESTING	How this behavior is a strength for me:
o You share your opinions and give directions using suggestions. o You strive for agreement and prefer to avoid open clashes. o You tend to use a pleasant and easygoing style when expressing opinions.	_____ _____ _____ _____
STRAIGHTFORWARD	How this behavior is a strength for me:
o You communicate in a candid, matter-of-fact way. o You deliver the facts in a concise and non-evasive manner. o You have a minimum of self-conscious feelings and tend to be at ease around superiors.	_____ _____ _____ _____

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Your Team's Overused Behaviors

Below are the three ways that your team's strengths can turn into liabilities.

COLLABORATIVE	PRACTICAL	FLEXIBLE
At times, does your team's Collaborative style appear too idealistic? Tips to keep in mind:	At times, does your team's Practical style come across as looking unconcerned? Tips to keep in mind:	At times, does your team's Flexible style come across as appearing unconcerned about processes and plans? Tips to keep in mind:

COLLABORATIVE
- Keep a list of your accomplishments as a way to objectively promote your personal performance
- Be comfortable taking or receiving credit for your work
- Communicate using "me" and place the emphasis on yourself, instead of always using "we"

PRACTICAL
- Take time to acknowledge how others are feeling
- Express enthusiasm or concern on the given topic
- Focus on the relationships and people involved

FLEXIBLE
- For large projects, work with someone to create a detailed plan of action
- Be intentional about emphasizing and communicating processes, plans, and details
- Create weekly meetings, reminders, checklists, and deadlines to add more structure to your workday

Have you seen these behaviors play out in an ineffective way on your team? What are the signs that your team may be overusing these behaviors?

_____
_____
_____

How might your team benefit from the opposite approach of being **Competitive**, **Expressive**, and **Insistent**? What effective tactics might you consider employing? *You can reference the Glossary of Usual Behaviors for definitions.*

_____
_____
_____

What are three action items your team can commit to doing when you see these behaviors turn into liabilities? How can your team manage these behavioral challenges more effectively in the future?

1. _____
2. _____
3. _____

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Your Interests at Work

High-performing teams understand that each team member is motivated in different ways. They ensure that all Interest areas are accounted for, even those that they do not naturally prioritize.

Your Motivational Focus shows what activities you are most likely to prioritize and value, as well as the environments you are most likely to engage in based on your Birkman Interests. Below you can see how much you focus on each Interest relative to the others. *For reference, the average level of each Interest for the general workplace population is 50, and the maximum value is 99.* How much are you more or less motivated by each one?

Your Motivational Focus
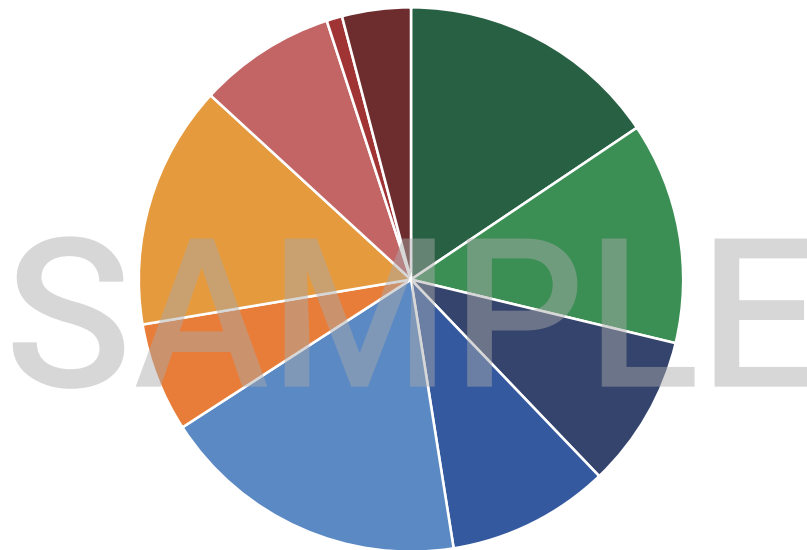
Outdoor 22	Activities or projects with physical movement and exposure to natural elements
Technical 5	Knowing how things work as well as using technology and machinery
Scientific 44	Analyzing and discovering why things are the way they are
Processes 78	Administration of systems and project management
Numerical 35	Financial or data analysis and analyzing metrics

Persuasive 84	Influencing others to your point of view through the use of verbal communication
Social Service 71	Personally helping or advocating for others
Musical 49	Auditory sensitivity to sound, including tone of voice and noise in your environment
Visual 52	Creating an impact through aesthetics and design
Literary 99	Composing thoughts and gathering information through reading and writing

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Motivating Your Team

Below is a graph of Your Team's Top Motivators, which reveals how many members have an above average Interest in each area. Pay attention to the motivational areas that are most extreme for your team.

Your Team's Top Motivators

Bar chart titled "Your Team's Top Motivators". Y-axis: "# of people" (0 to 3). Values by category:
- Processes: 3
- Scientific: 2
- Social Service: 2
- Literary: 2
- Visual: 2
- Persuasive: 1
- Technical: 1
- Numerical: 1
- Musical: 0
- Outdoor: 0

IMPLEMENTING

Interest in execution and hands-on work. Solving practical problems.

ANALYZING

Interest in working with data and processes. Doing detailed work.

COMMUNICATING

Interest in working directly with people. Influencing others.

IDEATING

Interest in creative and strategic projects. Working with ideas.

What areas is your team most motivated by in the workplace? How does this reflect the projects or initiatives your team naturally gravitates towards?

_____

_____

_____

In what areas is your team least interested? Does your team need to prioritize these areas more in the work you do? Based on your team's function, might this be a blind spot your team needs to be aware of?

_____

_____

_____

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Communicating Your Needs

High-performing teams are aware that each member has different Needs. Team members know how to communicate these expectations to ensure they get the support they prefer from their work environment to be most productive.

Below you will find information on your top three Needs, which are A Straightforward Approach, Things To Do, and A Collaborative Environment. Review your Needs and identify specific actions you can take or phrases you can communicate to help get your Needs fulfilled.

A STRAIGHTFORWARD APPROACH

Communicating my Needs:

Do you ever feel frustrated when people try to be too sensitive when communicating with you? That may be because you expect a candid approach. You may find that:

• You need others to be direct and forthright with you.
• You appreciate genuine praise that is free of sentiment.

THINGS TO DO

Communicating my Needs:

Do you ever feel frustrated when you have too much downtime? That may be because you expect to have things to do. You may find that:

• You need a full schedule with a lot of activities.
• You prefer situations that require immediate, direct action.

A COLLABORATIVE ENVIRONMENT

Communicating my Needs:

Do you ever feel frustrated when people overly promote their personal agendas? That may be because you expect a collaborative environment. You may find that:

• You need an environment that emphasizes group benefits and does not reward self-promotion.
• You prefer a minimum of competitive rivalry.

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Action Plan: Team Analysis

It's important to document next steps and to put insights into action. Work with your team to complete the Team Analysis below.

Purpose	Clarity	Psychological Safety
Team Current Climate		
Key Learnings		
Opportunities for Development		

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Impact Future Outcomes

Now, using your findings from the "Opportunities for Development" on the previous page, create an Action Plan to purposefully impact your team's future outcomes.

Description of Opportunity:

Description of Desired Outcome:

Tasks or Objectives What do we need to do?	Stakeholder(s) Who is responsible?	Resources What do we need?	Due Date When should it be done?

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EMILY EMPLOYEE

My Usual Behaviors are…

Flexible

You are open to new approaches and are comfortable changing plans.

Suggesting

You assert your position in a suggesting manner.

Straightforward

You are direct and matter-of-fact when communicating.

I Need…

A Straightforward Approach

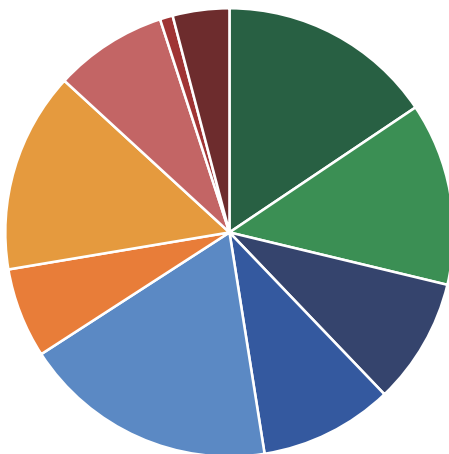You need others to be direct and forthright with you.

Things To Do

You need a full schedule with a lot of activities.

A Collaborative Environment

You need an environment that emphasizes group benefits and does not reward self-promotion.

I am Motivated by…

Birkman Interests Key

● Outdoor	● Persuasive
● Technical	● Social Service
● Scientific	
	● Musical
● Processes	● Visual
● Numerical	● Literary

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My Team

My Team's Usual Behaviors are...

Collaborative

Your team promotes decisions and initiatives that will benefit everyone.

Practical

Your team is objective and is able to separate issues from emotions.

Flexible

Your team is open to new approaches and changing plans.

My Team Needs...

A Flexible Plan

Your team needs broad guidelines and a minimal amount of routine.

Downtime

Your team needs time to think and plan.

A Straightforward Approach

Your team needs direct and candid communication.

My Team's Top Motivators are...

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