

A CUSTOM

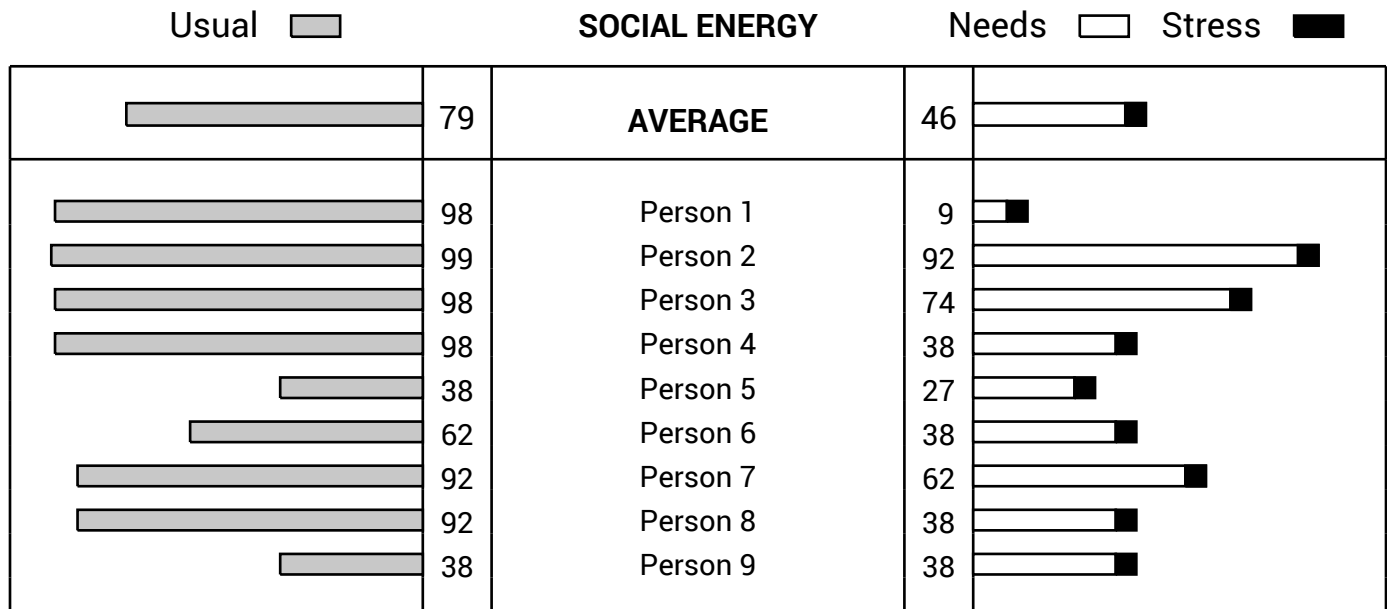
BIRKMAN

REPORT SET

THIS REPORT WAS PREPARED FOR:
GROUP REPORT
DATE PRINTED | December 10 2025

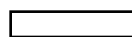


GROUP GRAPH



USUAL BEHAVIOR

Low: Independent, one-on-one communicator, selectively sociable
 High: Encourages group and team efforts, socially at ease



UNDERLYING NEEDS

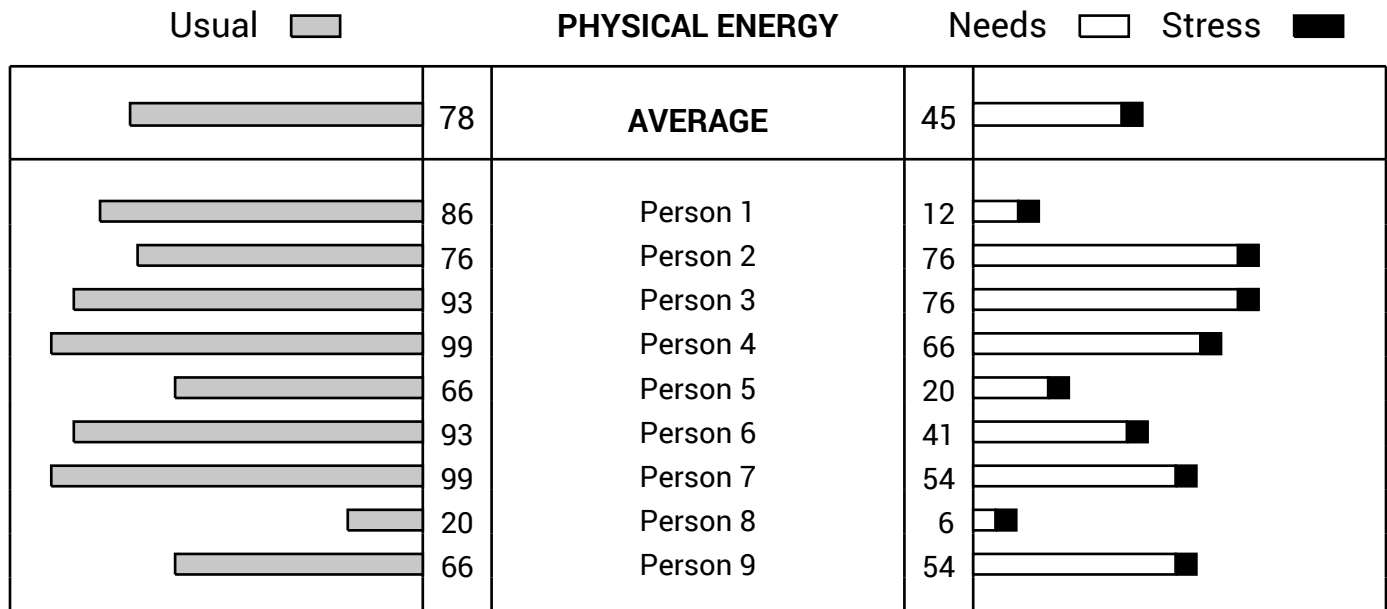
Low: Opportunities to be and work alone, freedom from social demands
 High: Support from groups, casual interactions, a broad social group



STRESS BEHAVIOR

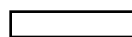
Low: Impatient with social demands and group dynamics
 High: Dependent on group approval, values the group more than the individuals

GROUP GRAPH



USUAL BEHAVIOR

Low: Efficient in using energies, balances action with thought
 High: Physically active and industrious, responds immediately and vigorously



UNDERLYING NEEDS

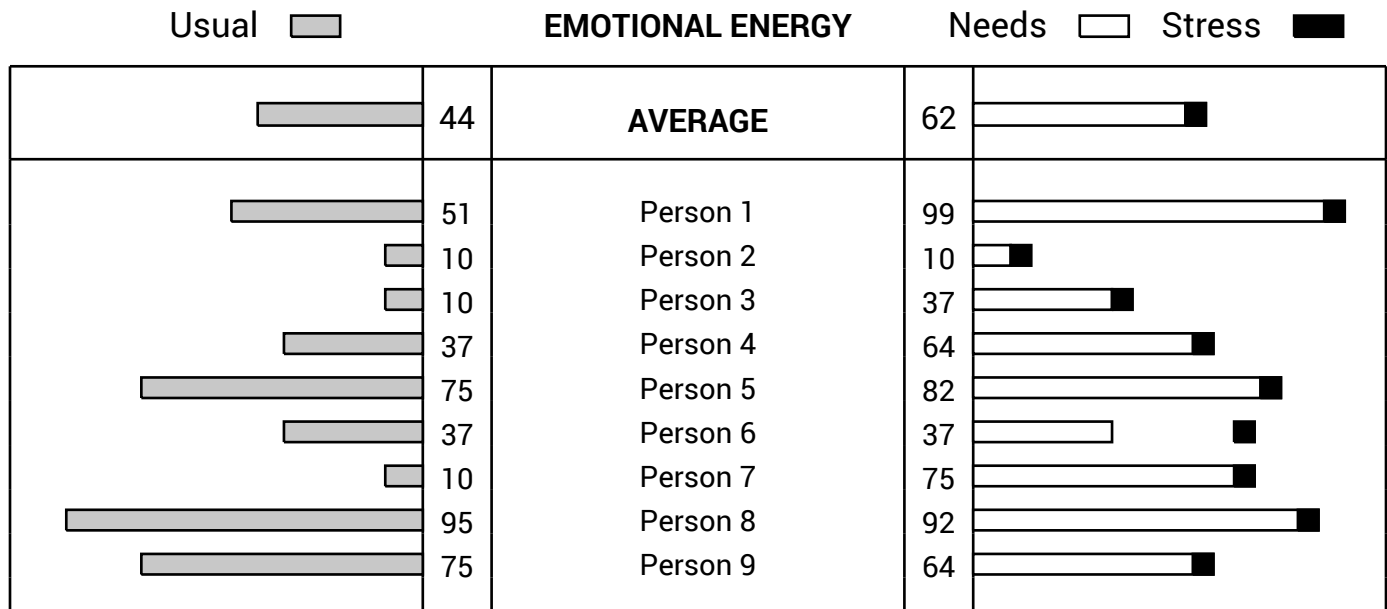
Low: Freedom to set own pace, time for quiet reflection and stimulation of ideas
 High: Opportunities for varied physical action, social outlets for energy



STRESS BEHAVIOR

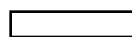
Low: Exhaustion from prolonged physical demands, magnifies tediousness of projects
 High: Acts without thinking, busy for the sake of it, generates restless tension

GROUP GRAPH



USUAL BEHAVIOR

Low: Objective, provides perspective, focuses on solutions
 High: Expresses warm feelings, emphasizes values and intangibles, is intuitive



UNDERLYING NEEDS

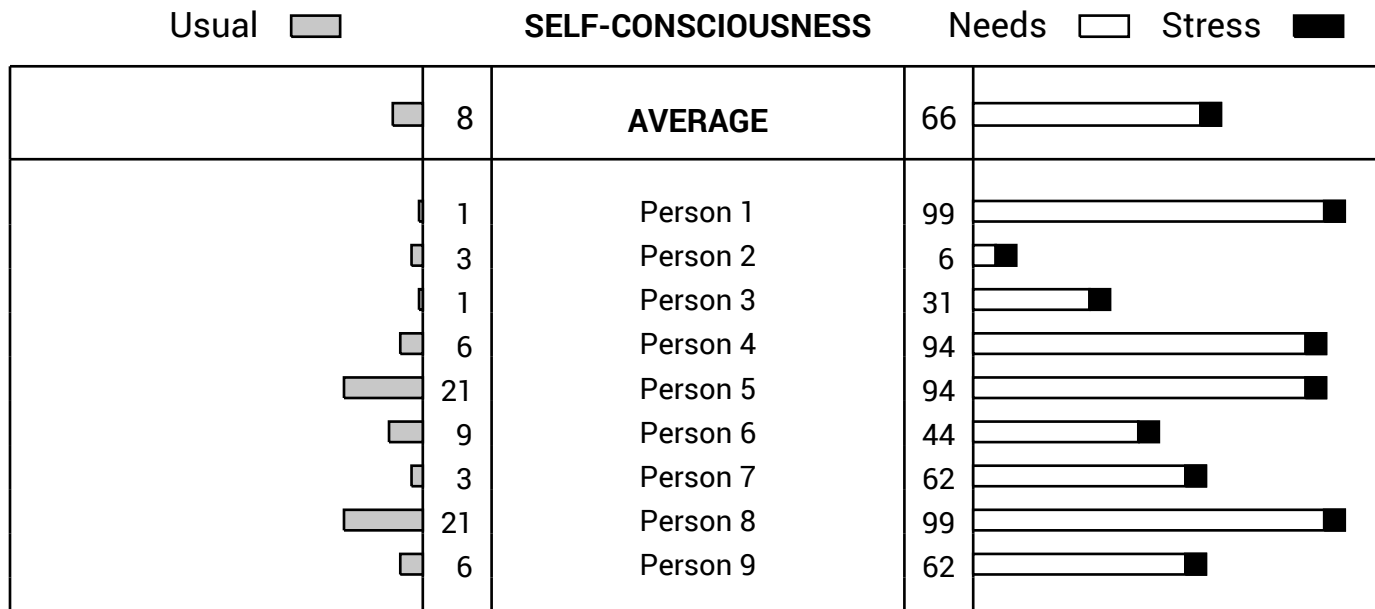
Low: Logical solutions to problems, detached, matter-of-fact interactions, objective sounding board
 High: Ongoing outlet for subjective feelings, opportunities to confide inner feelings



STRESS BEHAVIOR

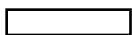
Low: Too concrete and unreflective, suppresses and downplays the importance of feelings, loses sensitivity to others
 High: Allows emotions to affect judgment, magnifies problems and personal setbacks

GROUP GRAPH



USUAL BEHAVIOR

Low: Candid, direct, at ease, focus is on tasks
High: Values diplomacy, focus is on self and others



UNDERLYING NEEDS

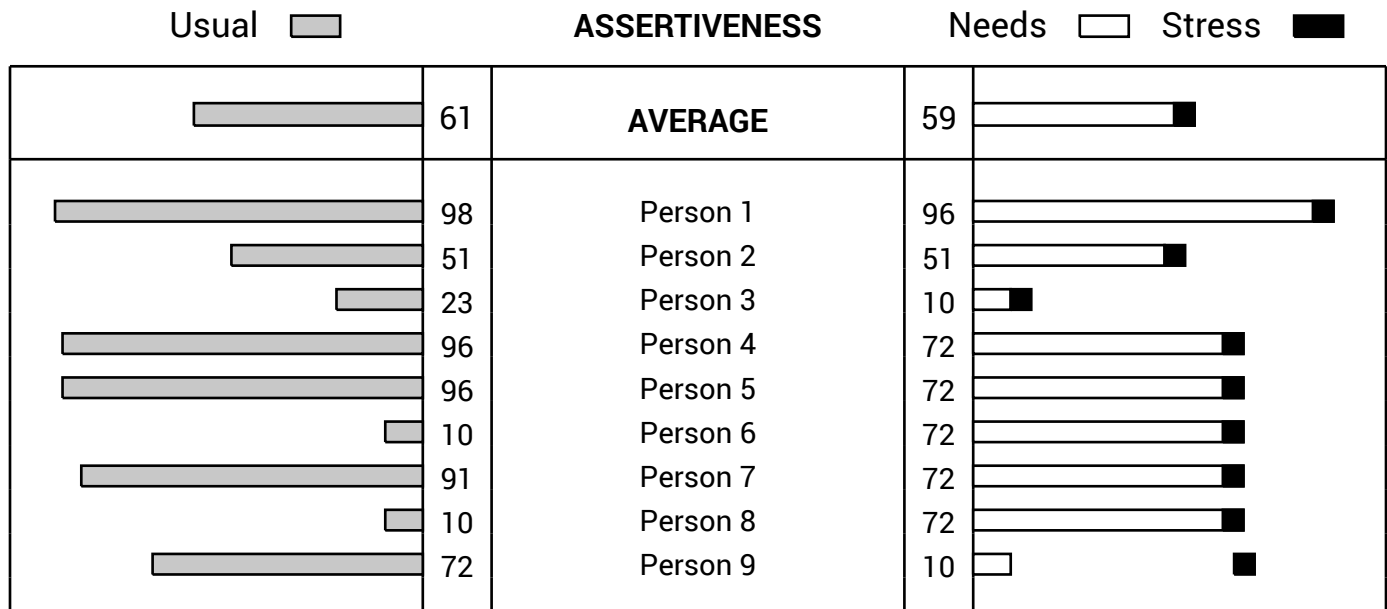
Low: Frank and direct relationships, candor
High: Respect, focus from significant individuals



STRESS BEHAVIOR

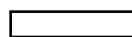
Low: May be insensitive, downplaying individual needs
High: Could easily become hurt, defensive and/or embarrassed

GROUP GRAPH



USUAL BEHAVIOR

Low: Suggests, is deferent and agreeable, democratic
 High: Seeks to influence and convince, self-assertive, expresses differences of opinions



UNDERLYING NEEDS

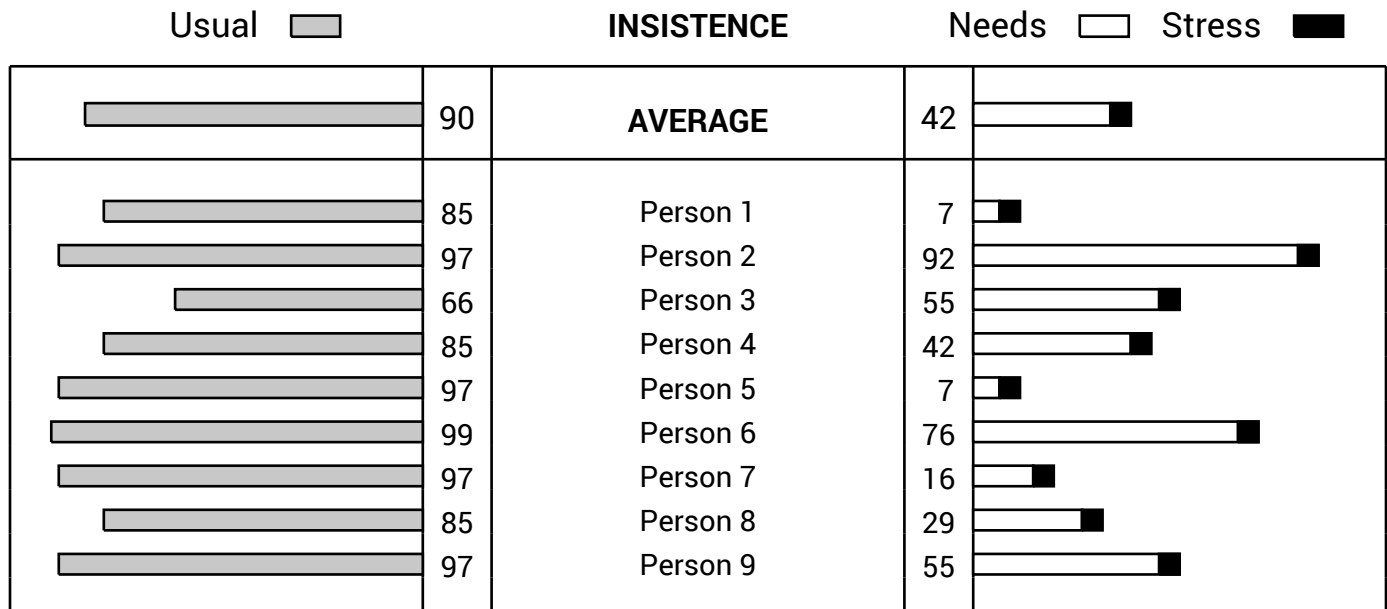
Low: Agreeable relationships, autonomy, suggesting style from others
 High: Clarity of accountability, defined lines of authority, opportunities to discuss and debate



STRESS BEHAVIOR

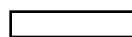
Low: Avoids open disagreement, resists firm and assertive management, may concede under pressure
 High: Argues aggressively, provocative, may become domineering, loses effectiveness without authoritative direction or clear accountabilities

GROUP GRAPH



USUAL BEHAVIOR

Low: Acts on personal initiative, makes simple broad plans
High: Meticulous in planning and detail, operates on carefully calculated risks



UNDERLYING NEEDS

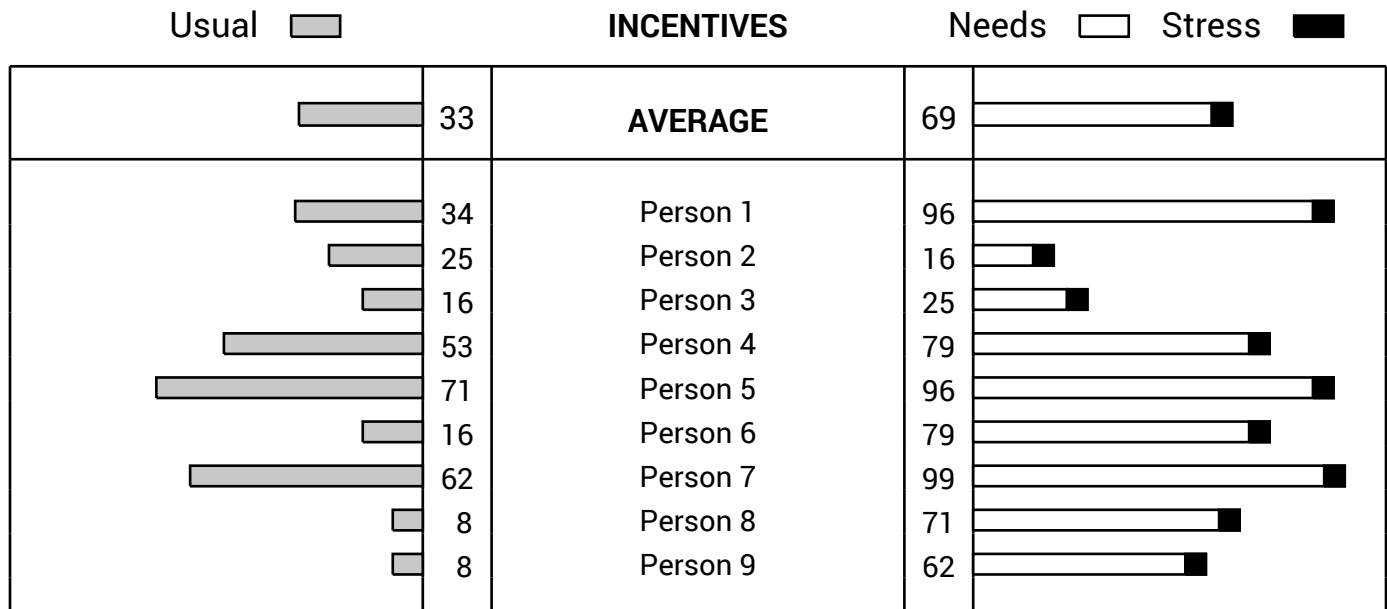
Low: Freedom from close control, minimal routine, easy access to others
High: Defined systems and procedures, predictability, organizational support



STRESS BEHAVIOR

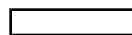
Low: Could postpone and procrastinate, over-generalizes
High: Dreads the unpredictable, over-emphasizes processes and controls

GROUP GRAPH



USUAL BEHAVIOR

Low: Trustful and team-spirited, aware of long-term benefits, values intangibles
 High: Opportunity minded, resourceful, naturally bargains, sells, trades



UNDERLYING NEEDS

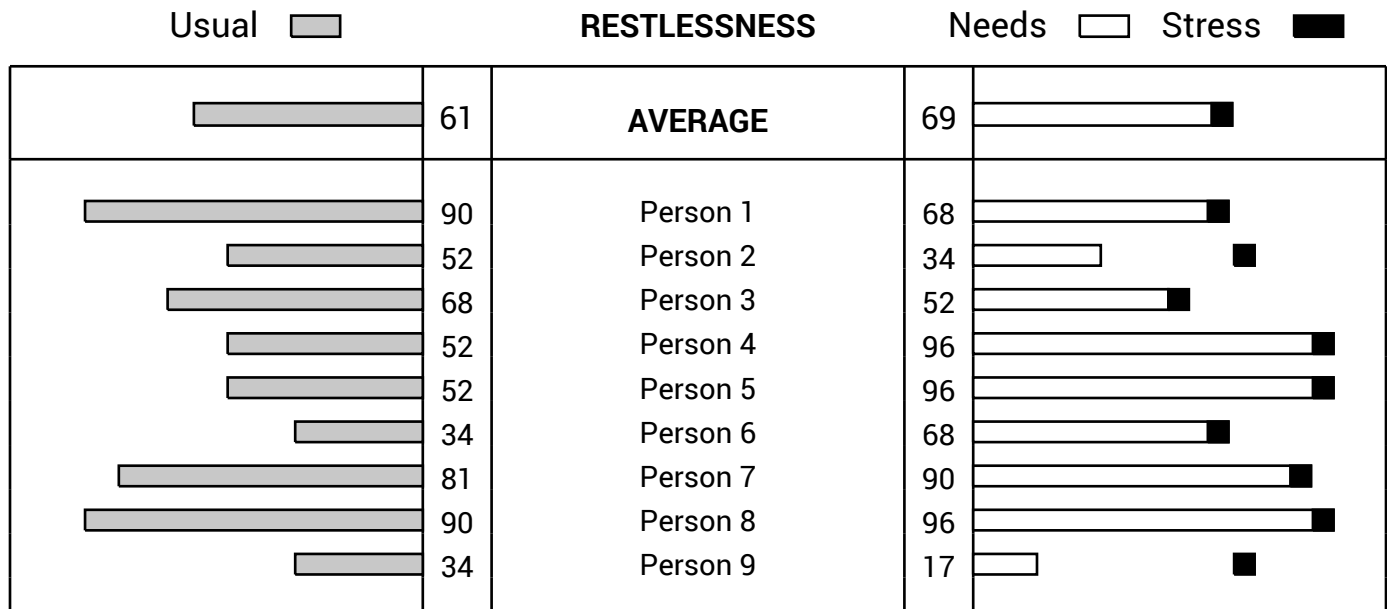
Low: A minimum of competitive rivalry, a trustful, serving environment
 High: Opportunities to compete, tangible benefits



STRESS BEHAVIOR

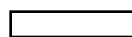
Low: May feel taken advantage of, underestimates others' self-protective natures
 High: Opportunistic and distrusting, self-promotional, self-protective

GROUP GRAPH



USUAL BEHAVIOR

Low: Concentrative, not easily distracted, patient with long-range projects
High: Ready to start new things, easy to stimulate, responsive and attentive



UNDERLYING NEEDS

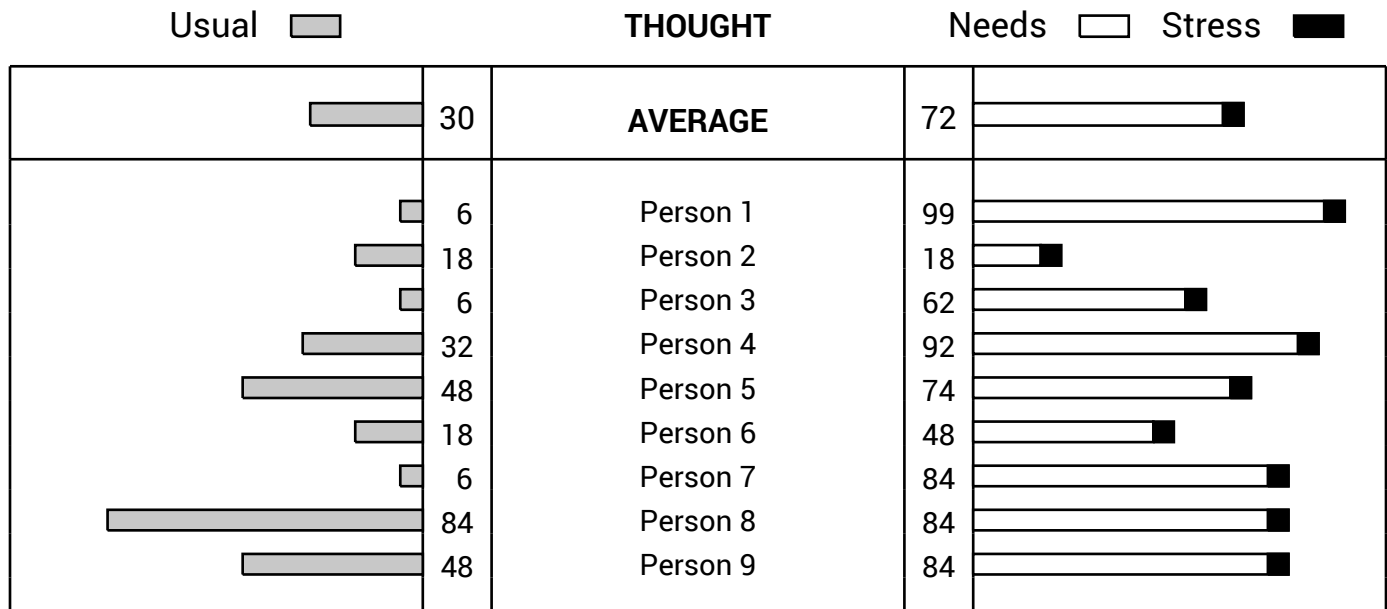
Low: Opportunity for input before changes are initiated, minimum of abrupt changes
High: Alternating work responsibilities, opportunities to shift priorities when new interests arise



STRESS BEHAVIOR

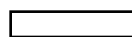
Low: Overly concentrative, inflexible in thinking and attitude
High: Difficulty concentrating, restless for quick results, self-discipline may become difficult

GROUP GRAPH



USUAL BEHAVIOR

Low: Decisive, matter-of-fact in thought and action, grasps situations quickly
 High: Thoughtful and reflective, thinks before acting, weighs both sides of issues



UNDERLYING NEEDS

Low: Work and decisions that involve little ambiguity, freedom to take immediate action
 High: Ample time to think carefully and to consider options and implications



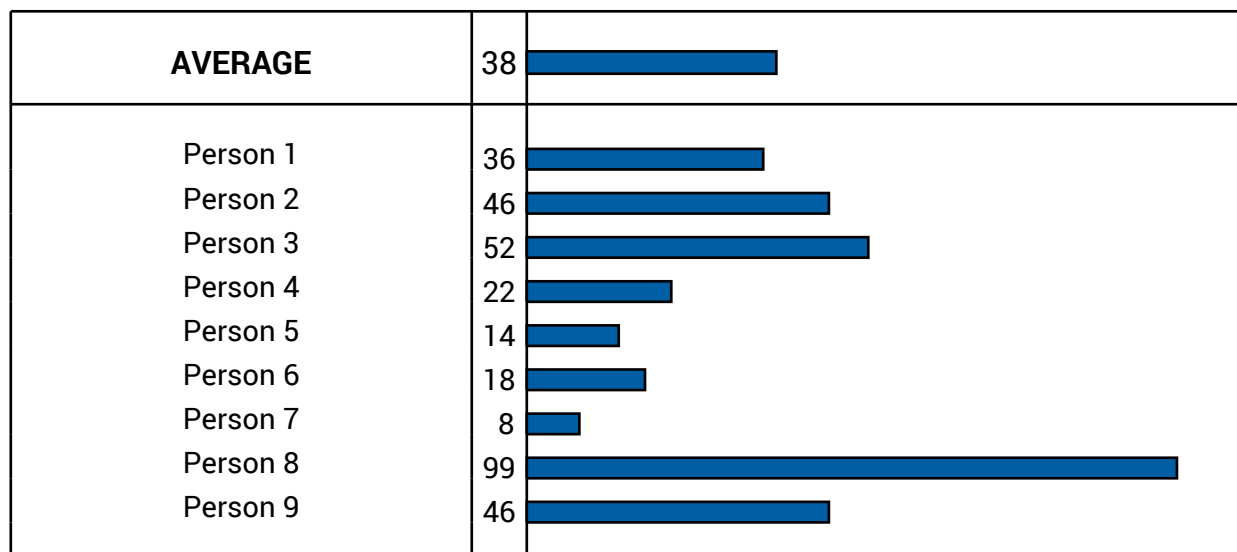
STRESS BEHAVIOR

Low: Sees things "black or white", frustrated by ambiguity, may act impulsively
 High: Fearful of making mistakes, postpones decisions unnecessarily, over processes information

GROUP GRAPH



ARTISTIC

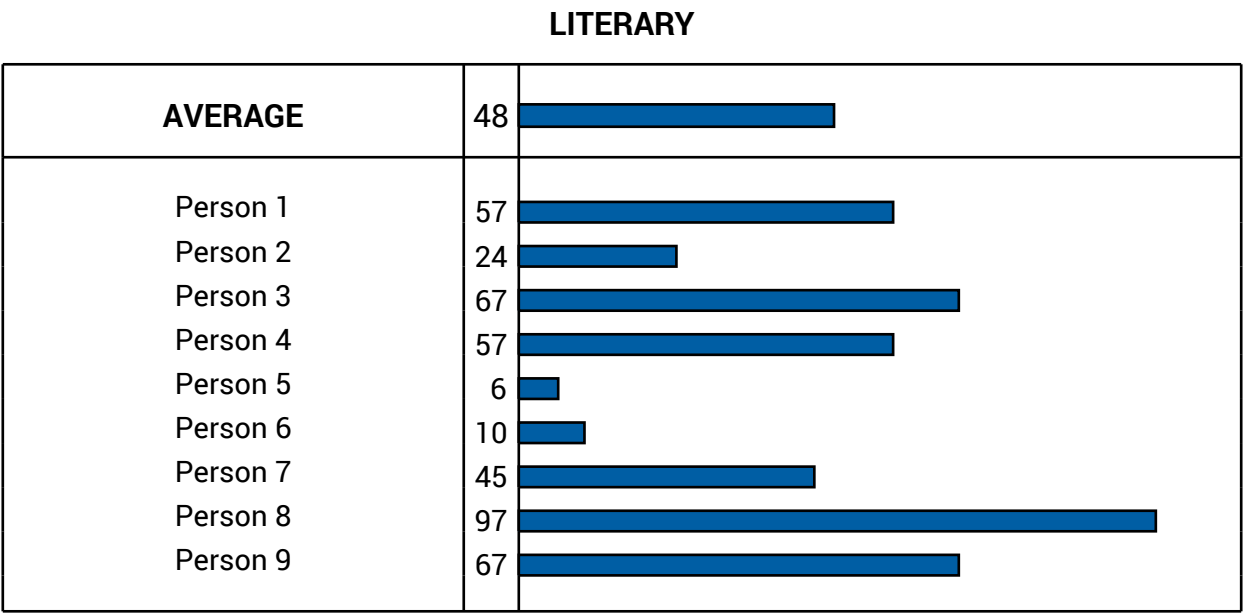


ARTISTIC:

Creation, appreciation for arts, aesthetics

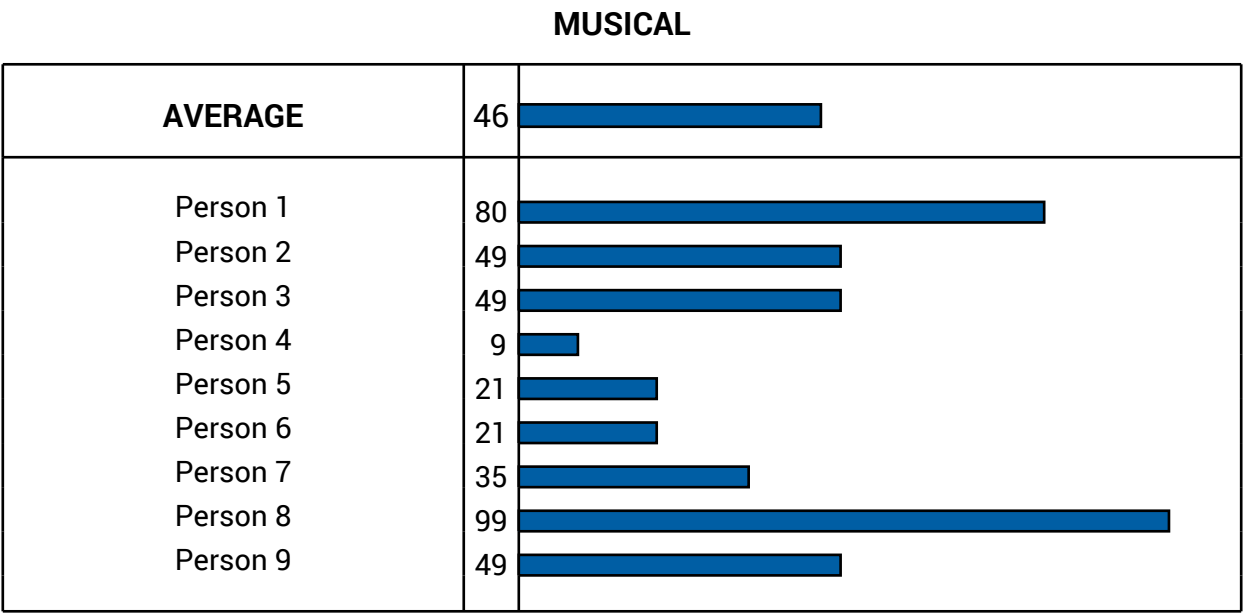
Activities include: Painting, appreciating art, designing

GROUP GRAPH



LITERARY:
Appreciation for language
Activities include: Writing, reading, editing

GROUP GRAPH

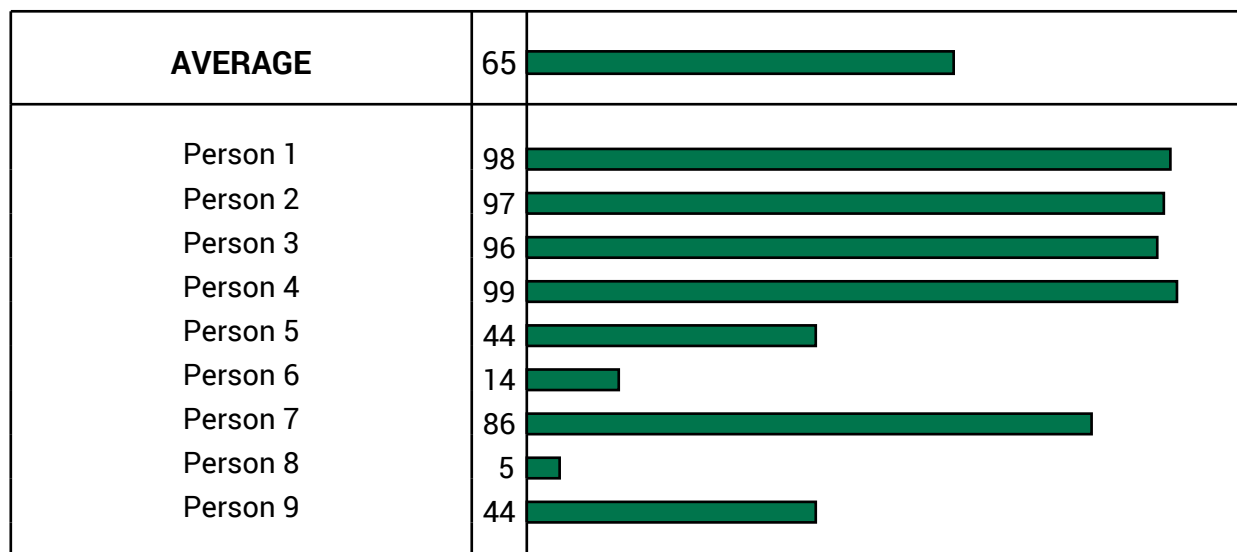


MUSICAL:
Playing, singing or listening to music
Activities include: Attending concerts, collecting and appreciating music

GROUP GRAPH



PERSUASIVE



PERSUASIVE:

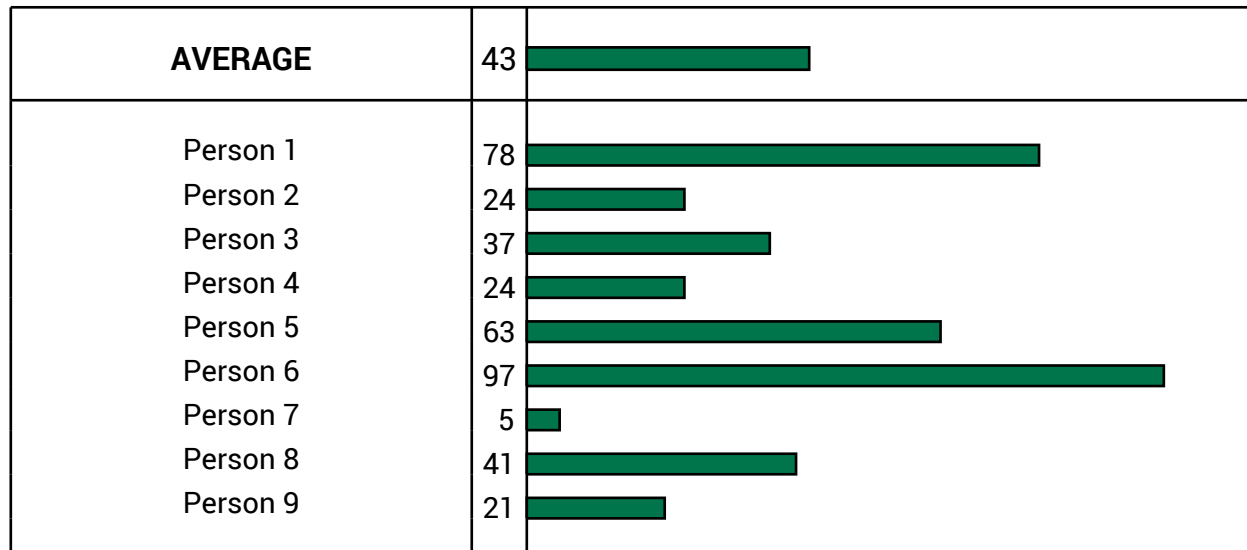
Persuading, motivating, selling

Activities include: Debating, influencing, promoting

GROUP GRAPH



SOCIAL SERVICE



SOCIAL SERVICE:

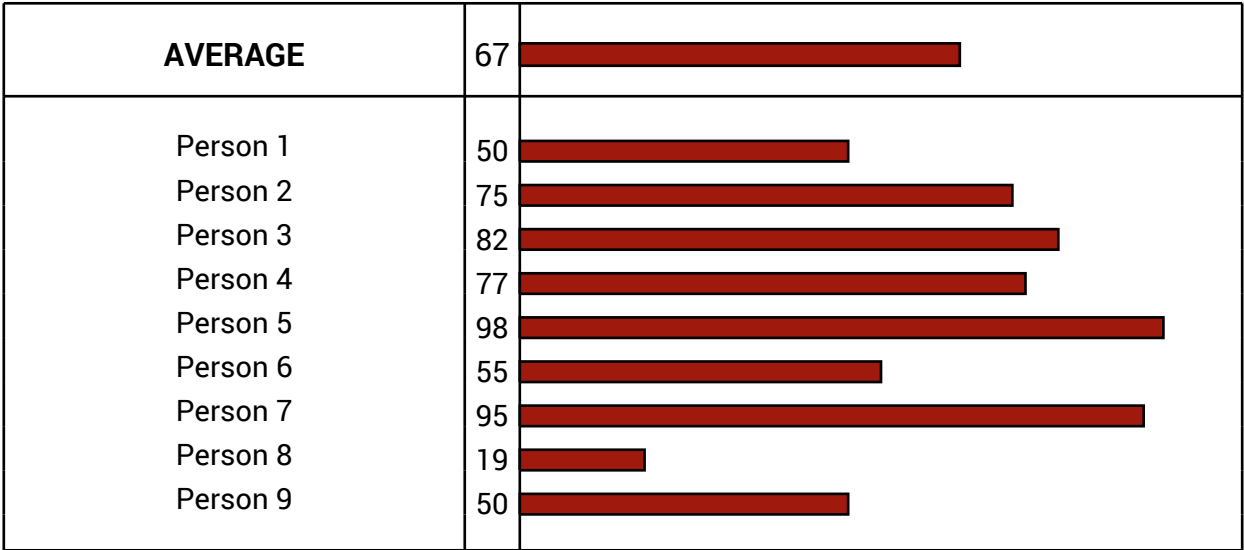
Helping, advocating for people

Activities include: Teaching, counseling, volunteering

GROUP GRAPH

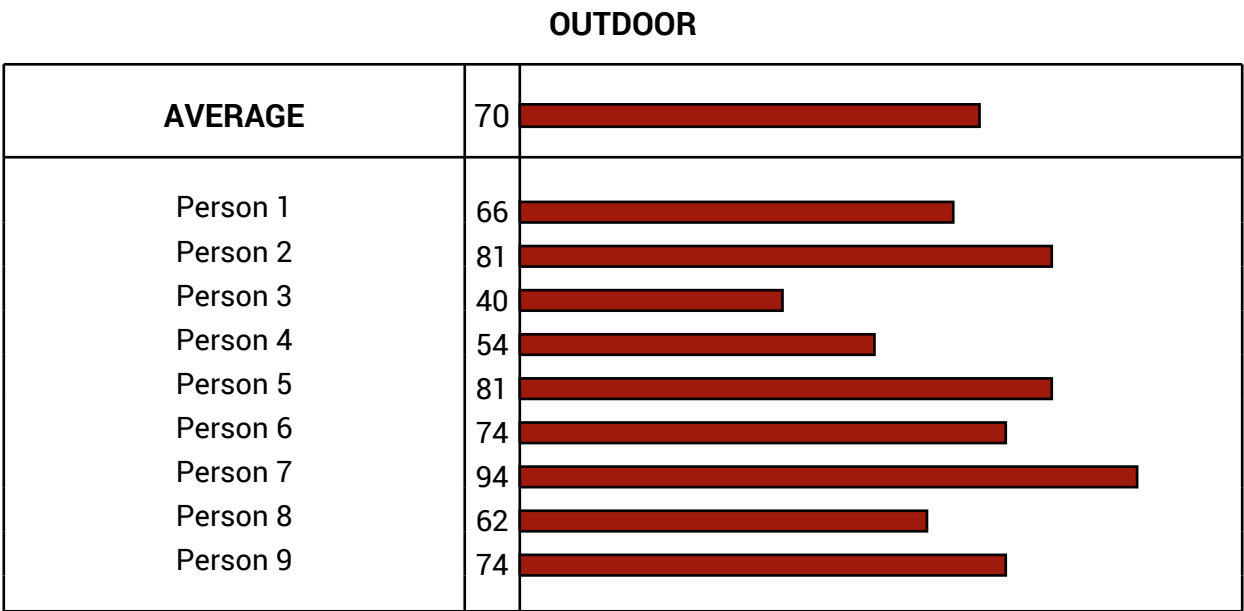


TECHNICAL



TECHNICAL:
Hands-on work with technology and machinery
Activities include: Programming, assembling, using gadgets

GROUP GRAPH

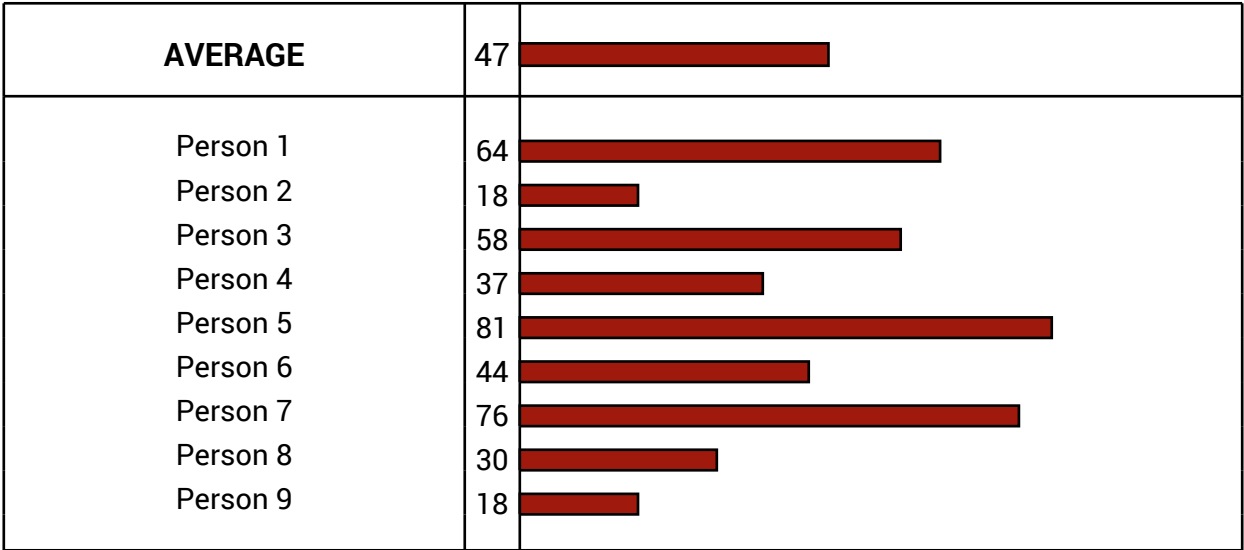


OUTDOOR:
Work in an outdoor environment
Activities include: Being outdoors, farming, gardening

GROUP GRAPH



SCIENTIFIC

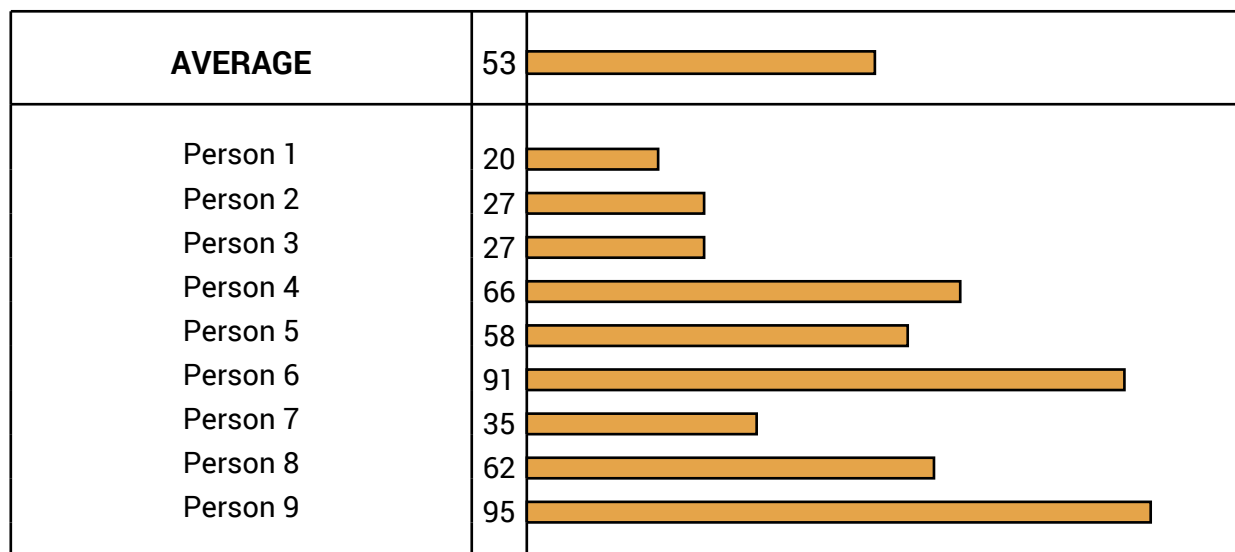


SCIENTIFIC:
Research, analysis, intellectual curiosity
Activities include: Investigating, exploring medicine, experimenting

GROUP GRAPH



ADMINISTRATIVE



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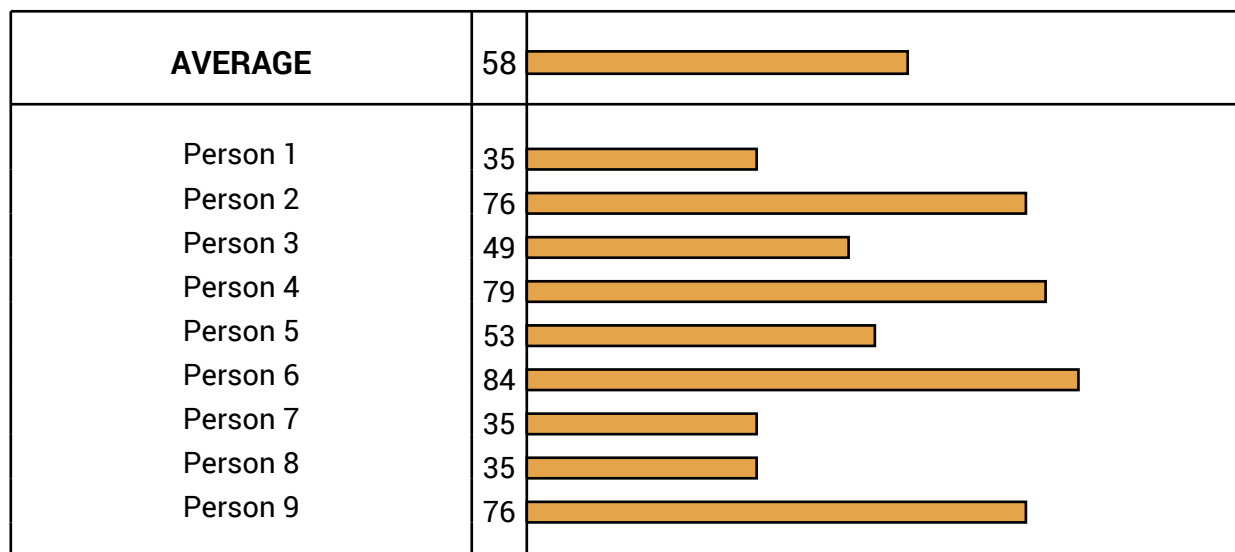
Systems, order and reliability

Activities include: System tracking, record keeping, categorizing

GROUP GRAPH



NUMERICAL



NUMERICAL:

Working with numbers and data

Activities include: Accounting, investing, analyzing