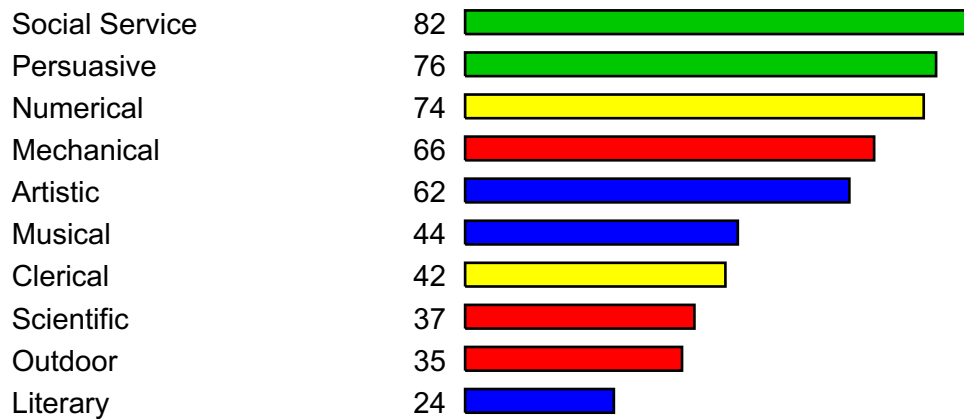


This Report Prepared For
JOHN Q. PUBLIC
26 April 2010

Areas of Interest

The numbers listed below indicate percentile rank in broad **occupational areas** and give a **good indication** of the individual's *occupational interest*.



Persuasive - Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.

Social Service - Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.

Scientific - Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.

Mechanical - Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.

Outdoor - Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

Numerical - Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.

Clerical - Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.

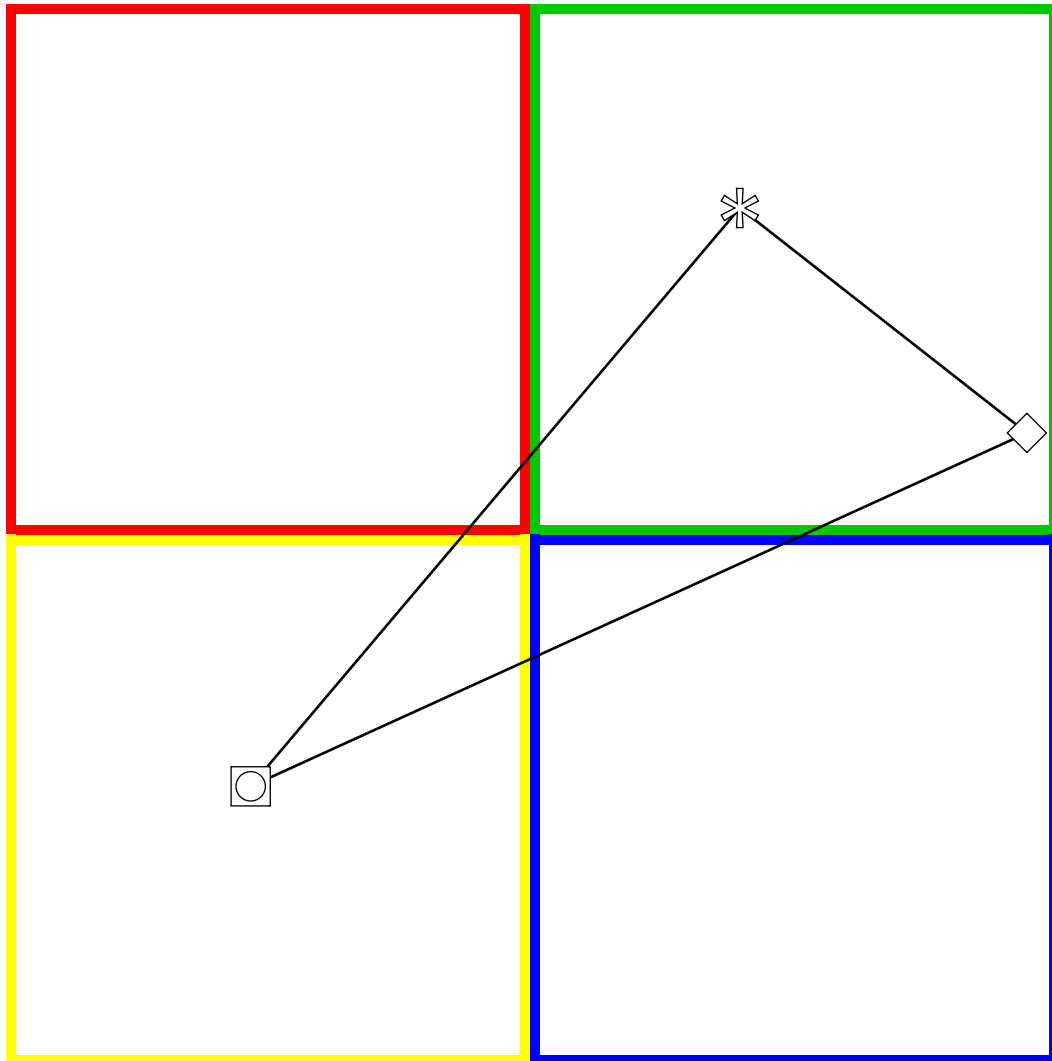
Artistic - Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.

Literary - Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.

Musical - Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.

LEADERSHIP STYLE GRID[®]

for
BX6396 JOHN Q. PUBLIC



TM

This is your **Leadership Style Grid Report**. It describes your unique style of leadership -- your goals, your approach, what motivates you to lead, and what happens to you under stress. In addition, it compares your leadership style with other people's. Use this information to develop and refine your leadership skills.

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Page 1: Leadership Goals

The Asterisk is used to describe people's leadership goals. Goals toward the top of the Grid emphasize direct involvement (with a task or with people). Goals toward the left of the Grid emphasize the task rather than the people who do the task.



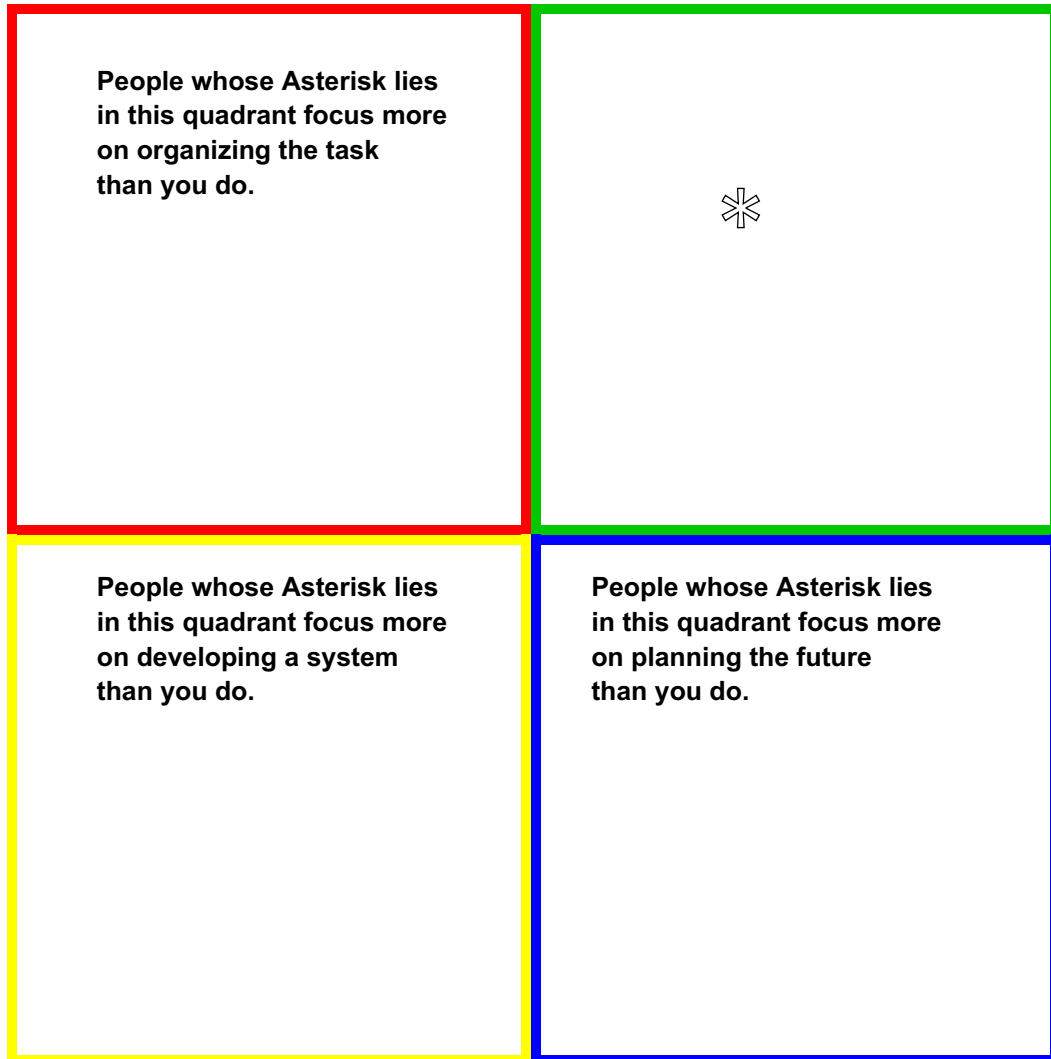
TM

Goals toward the bottom of the Grid emphasize indirect involvement (with a task or with people). Goals toward the right of the Grid emphasize people rather than the tasks that people do.

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Page 2: Your Leadership Goals

Your leadership goals are described by the Asterisk. Your Asterisk is in the GREEN quadrant. Your goals as a leader probably have a very relationship-oriented emphasis.



TM

Your GREEN Asterisk shows that you are interested in, and like to involve others in:
"buying in" to a project
motivating others
involving people
focusing on benefits
working with one another

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Page 3: Usual Leadership Styles

The Diamond is used to describe people's Usual Leadership Styles. Diamonds toward the top of the Grid describe more outgoing, forceful styles. Diamonds toward the left of the Grid describe more objective and detached styles.



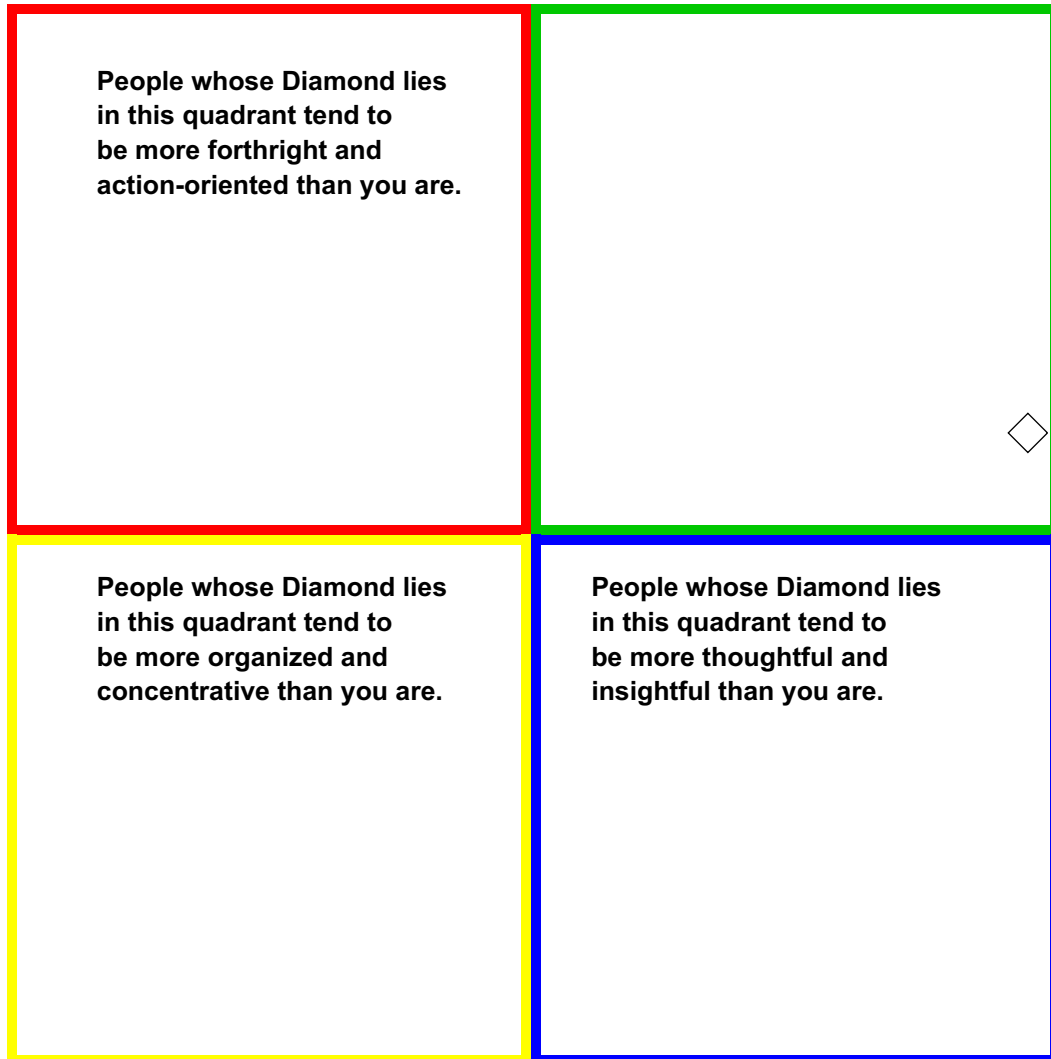
TM

Diamonds toward the bottom of the Grid describe lower-key styles. Diamonds toward the right of the Grid describe more subjective styles.

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Page 4: Your Usual Leadership Style

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are leading effectively, you are generally persuasive and insightful.



TM

**Your GREEN Diamond shows that you are usually:
responsive and independent
flexible and enthusiastic**

**You also tend to be:
selectively sociable
thoughtful
optimistic**

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Page 5: Needs

The Circle describes the kind of environment you need to show your Usual Leadership Style. People with the Circle toward the top of the Grid respond best to a forceful and outgoing environment. People with the Circle toward the left of the Grid need a detached and objective environment.



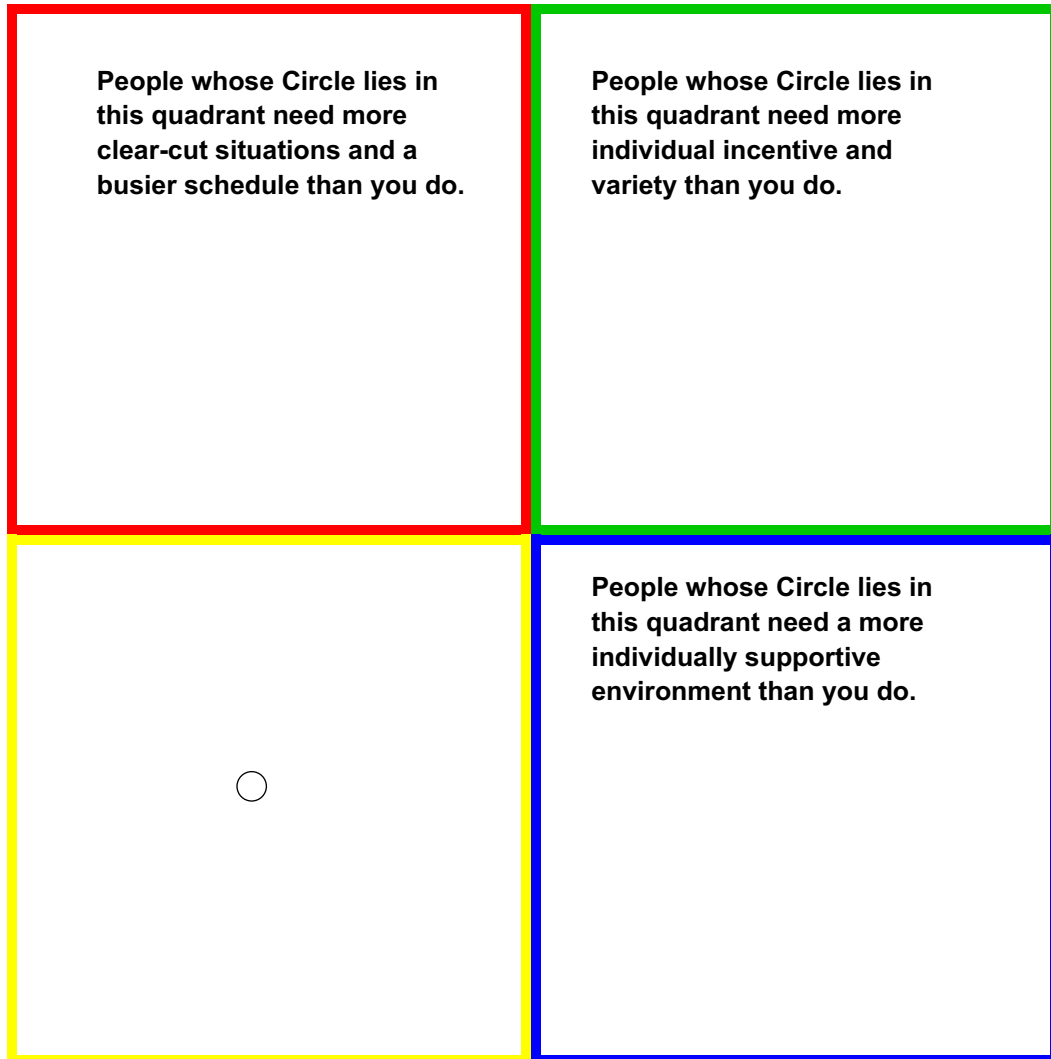
TM

People with the Circle toward the bottom of the Grid need a low-key environment. People with the Circle toward the right of the Grid respond well to an environment which encourages a subjective approach.

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Page 6: Your Needs

The environment you need to develop your Usual Leadership Style is described by the Circle. Your Circle is in the YELLOW quadrant. To lead most effectively, you respond best to people who are orderly and consistent.



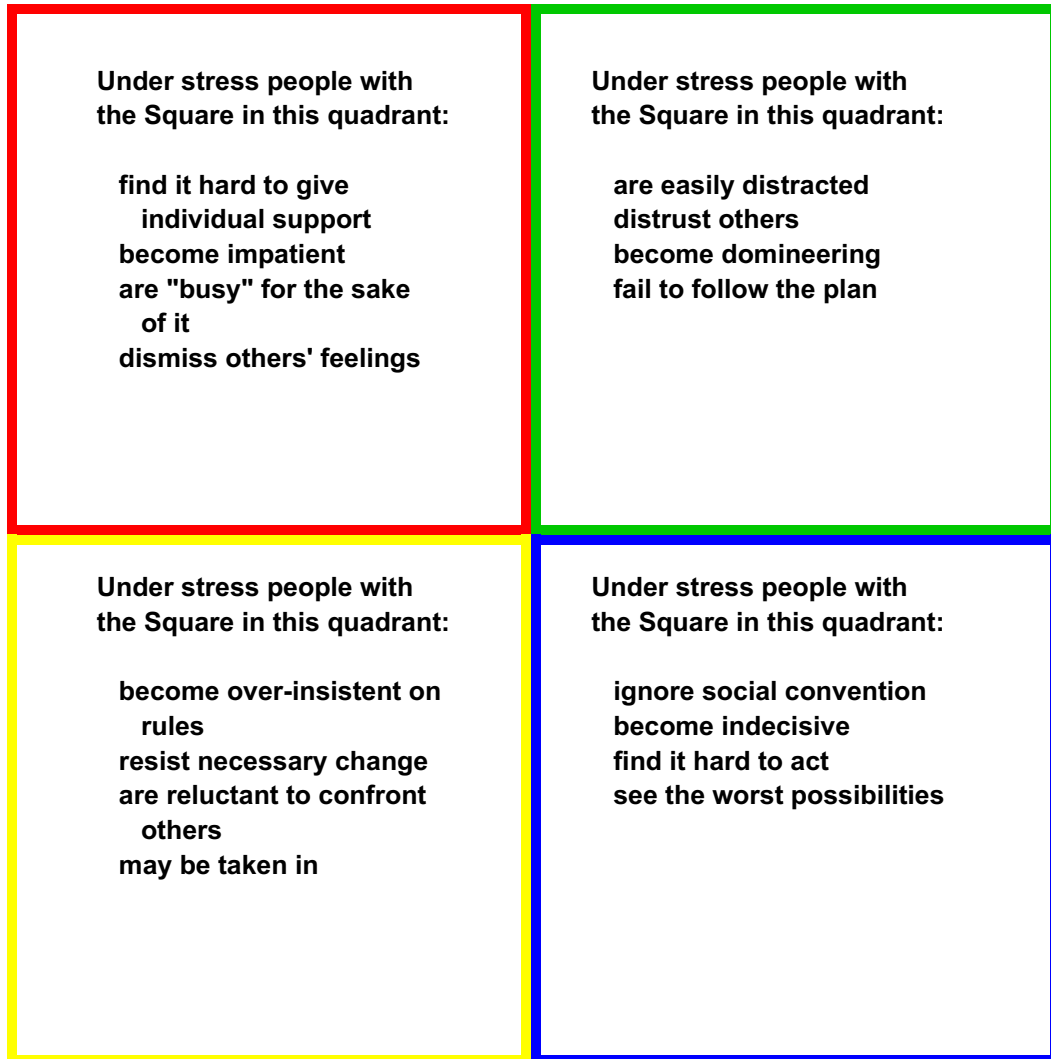
TM

Your YELLOW Circle shows that you are most comfortable when people:
exhibit an organized work style
don't interrupt others unnecessarily
are democratic rather than assertive
encourage trust and fairness
invite input

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Page 7: Stress Leadership Style

The Square describes your Stress Leadership Style -- your leadership style when your needs are not met. People with the Square toward the top of the Grid may become too forceful and outspoken under stress. People with the Square toward the left of the Grid may become detached and analytical under stress.



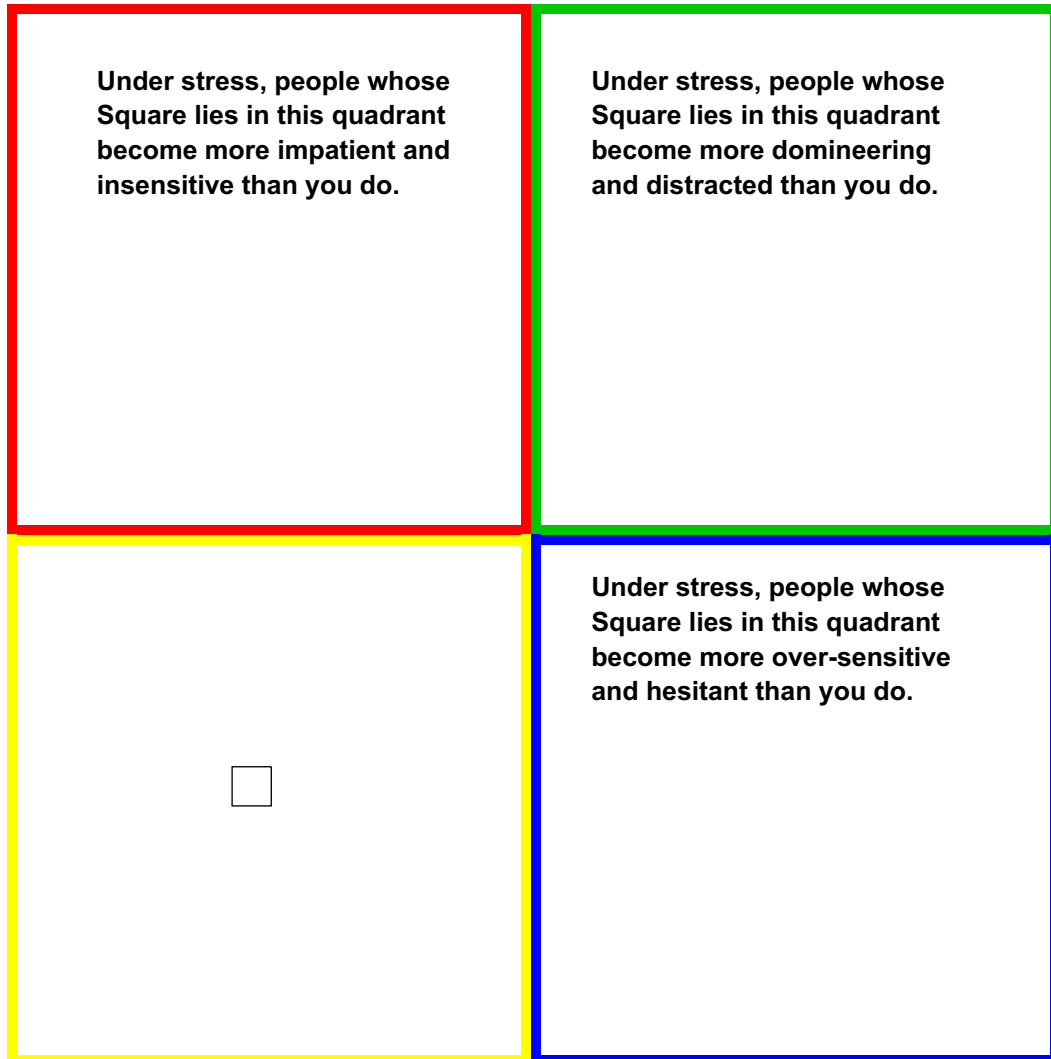
TM

People with the Square toward the bottom of the Grid may become withdrawn under stress. People with the Square toward the right of the Grid may become subjective under stress.

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Page 8: Your Stress Leadership Style

Your Stress Leadership Style is described by the Square. Your Square is in the YELLOW quadrant. When people don't offer you the support you need, you may become inflexible and resist change.



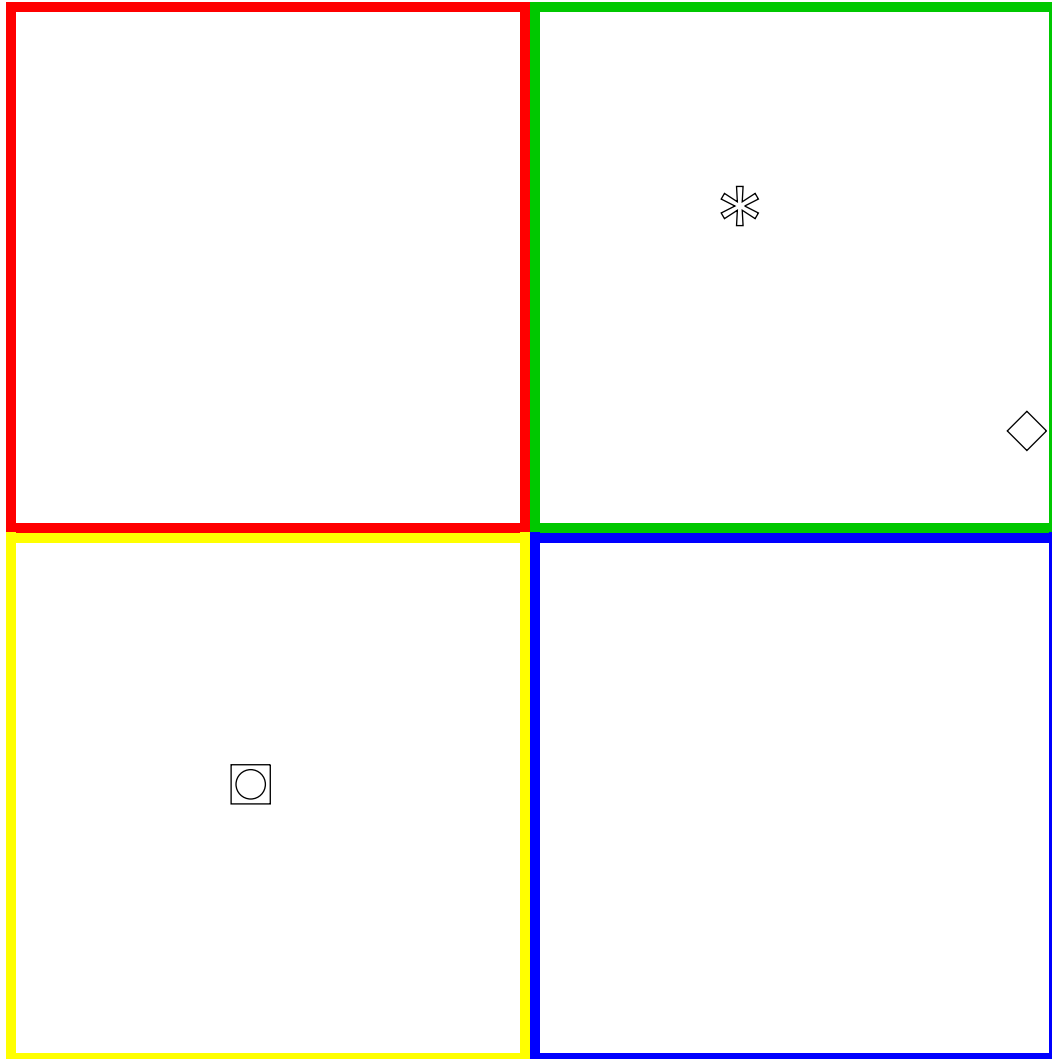
TM

Your YELLOW Square shows that your stress behavior may include your being:
over-controlling
resistive to change
conforming
quietly resistive
rigid




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Page 9: Your Leadership Style Grid

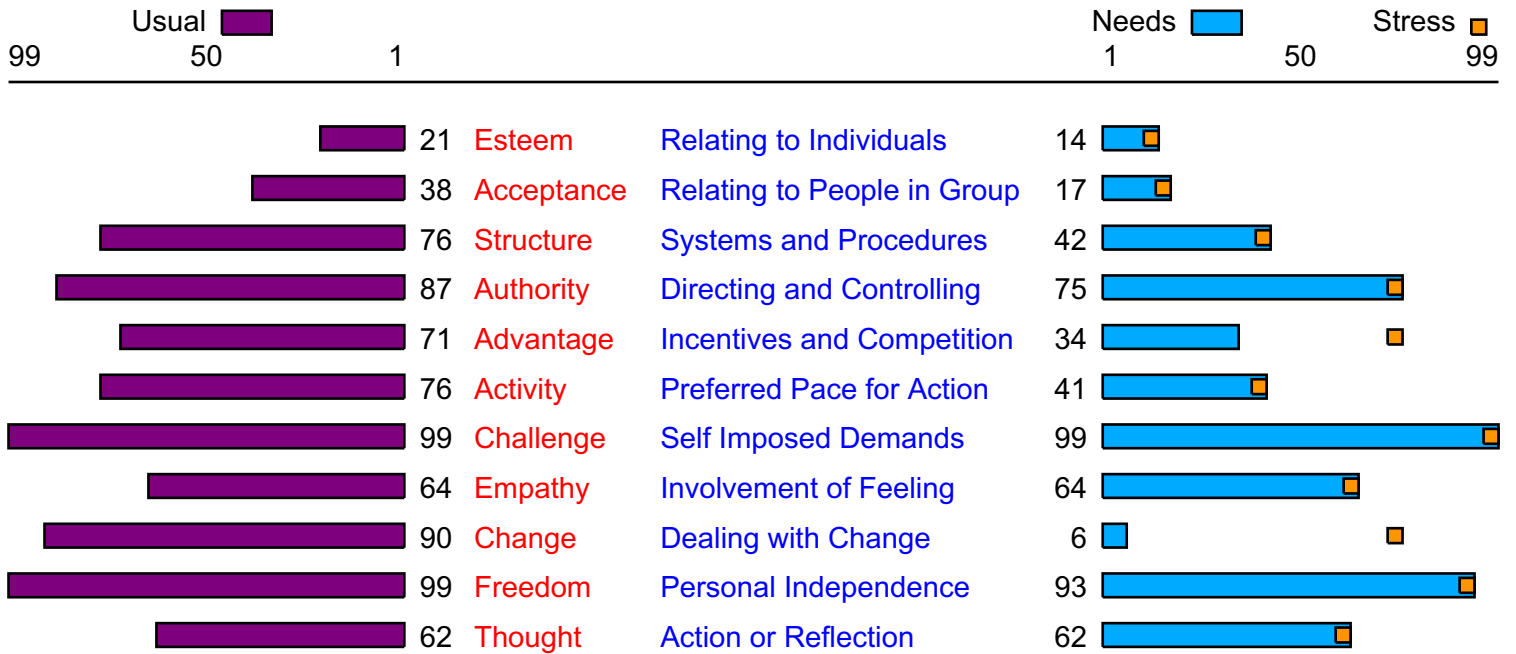
This page provides a summary of the information presented in the preceding pages. The characteristics of your Asterisk, Diamond, Circle and Square are described below.



TM

-  **(Green):** Your goals as a leader have a very people-centered emphasis, involving presenting ideas and influencing the thinking of others.
-  **(Green):** When you are leading effectively, you tend to be persuasive and insightful.
-  **(Yellow):** To lead most effectively, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.

Components



Relating to People Individually

Prefers to be direct and straightforward and is matter-of-fact; and has a need for people to be frank and unevasive in return.

Relating to People in Groups

Likes to think and work independently and enjoys working alone; and needs to be free from constant social demands and group pressures.

Systems and Procedures

Prefers organizing work according to some definite plan and values system and order; but needs to be offered some opportunities for personal initiative as well as organizational support.

Direction and Control

Likes to be self-assertive and actively enjoys supervising and directing others; and needs opportunities for forceful self expression against a background of firm direction and control.

Teamwork and Individual Competitiveness

Prefers to be competitive and resourceful; but nevertheless needs in general assignments which encourage a trusting, team-based approach.

Preferred Pace for Action

Likes to be very active and displays a high energy level; but needs an environment that offers opportunity for reflection as well as stimulating action.

Demands of Work

Responds well to difficult and demanding tasks and goals; and needs the stimulus of personally challenging life and work situations.

Involvement of Feeling

Prefers to be sensitive and sympathetic to the feelings of other people; and needs the support of an environment that is genuinely sensitive to people's feelings.

Dealing With Change

Likes to introduce a good deal of variety and novelty into personal routine; but needs a minimum of such change imposed by the environment or by other people.

Personal Independence

Prefers to exercise personal freedom and be spontaneous and individualistic; and needs an environment that offers plenty of opportunity for independence.

Action or Reflection

Likes to consider all possible alternatives before committing to a decision; and needs to be offered plenty of time for decisions.

Your Personal Strengths and Needs

Organizing

The Birkman word for this is **Structure**

Usual Style:



flexible and open to new approaches

a balance

organized and sequential

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.

STRENGTHS

- systematic
- detail-oriented
- procedure-minded

Will Need:



only an outline plan to follow

a balance

a definite plan in place

NEED: 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.

Try to Avoid:



weakness in follow-through

a balance

over-insistence on following procedures

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- de-emphasis on system
- over-controlling

Your Personal Strengths and Needs

Authority Relationships

The Birkman word for this is **Authority**

Usual Style:



low-key in the exercise of authority

a balance

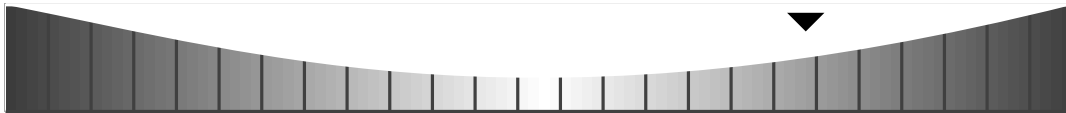
directive and commanding

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.

STRENGTHS

- self-assertive
- seeks to influence and excel
- enjoys exercising authority

Will Need:



a non-directive, democratic environment

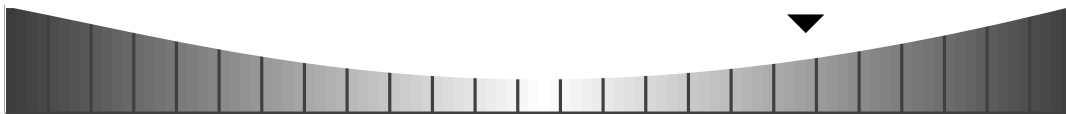
a balance

to know who is in charge

NEED: 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.

Try to Avoid:



failing to address issues of control

a balance

becoming domineering, controlling

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

Your Personal Strengths and Needs

Idealism and Realism

The Birkman word for this is *Advantage*

Usual Style:



oriented towards general benefit

a balance

oriented toward individual advantage

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.

STRENGTHS

- likes competition
- opportunity-minded
- resourceful

Will Need:



an environment based on trust

a balance

a means of measuring personal performance

NEED: 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.

Try to Avoid:



becoming too idealistic

a balance

focusing too much on personal payoff

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- being self-promotional
- becoming distrusting
- underestimating others

Your Personal Strengths and Needs

Dealing with Emotions

The Birkman word for this is *Empathy*

Usual Style:



objective and detached

a balance

sympathetic and warm

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.

STRENGTHS

- objective, yet sympathetic
- warm, yet practical

Will Need:



an unemotional environment

a balance

an outlet for subjective issues

NEED: 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.

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.

Try to Avoid:



discounting people's feelings

a balance

worrying unnecessarily

POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- dejection
- becoming too impersonal
- loss of optimism

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:

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

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

* Keep debates controlled and positive. *Authority*

* Provide a balance of team and individual goals. *Advantage*

Address the positive sides of issues. *Empathy*

* Provide him with difficult tasks, but help set reasonable, reachable goals. *Challenge*

* Freely explain the reasoning in making changes. *Change*

* Steer away from situations that are confining, restrictive or regulated. *Freedom*

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*

Introduction: "The Stress Pages" The Birkman Method[®] and Stress Management

We know that the ability to manage stress has vital consequences in our professional and personal lives. The Birkman Method[®]'s **Stress Pages** report provides a specific report targeted to better self-management.

In this eight page report, the Stress Pages address four areas where stress can easily occur. Since few of us take the time to acknowledge or articulate our own needs, we may especially react to unmet needs in these situations:

1. Interpersonal Relationships
2. Schedules and Details
3. Conflict
4. Decision Making

This Stress Pages report offers information to help you manage to your own individual Needs (as described by the Birkman behavioral Components) and to more easily avoid areas of potential stress.

In each of these areas, the first page identifies some symptoms of Stress that you may express, feel or exhibit in this situation. The report then provides suggestions as to what you can do to prevent or at least minimize those behaviors that might further increase the Stress that you may be feeling. When asterisks also appear on the page, they indicate that intensity or priority of the information.

The second page of each section provides information that relates to your motivational Needs. When your Needs are generally met, you can more easily use your Strength Behaviors. This report also helps you to understand what may be happening (which Need is not being met) when you do experience symptoms of Stress.

Finally, the report provides suggestion as to how you can proactively manage Stress by taking specific actions to meet your own Needs on an on-going basis.

STRESS OF INTERPERSONAL RELATIONS **

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Esteem* and *Acceptance* Components. Your Stress scores in these areas are 14 (*Esteem*) and 17 (*Acceptance*).

Based upon these scores, when you are feeling Stress in this area, we expect you may begin to:

Turn a cold shoulder to persons who seem to need your approval.

Feel impatient when others try to address a problem in an indirect or diplomatic way.

Feel uncomfortable when others try to praise you in front of others.

Ignore casual conversation and greetings from others, or not speak until spoken to.

Feel real impatience with group meetings, committee activities or work that involves several persons at once.

Feel pressure when social obligations or situations require you to mix with strangers or casual acquaintances.

When these behaviors occur:

Seek more opportunities to build bridges to individuals and groups and to deal with them in a caring and friendly manner.

Smile, joke and pass the time of day with other people more often.

Practice interacting with others in casual situations in a non-judgmental manner.

Take the time to be an "old softy" on occasion.

MANAGING NEEDS FOR ESTEEM AND ACCEPTANCE

The Stress Behaviors surrounding the area of interpersonal relations relate to your *Esteem* and *Acceptance* Needs. Your Need scores in these areas are 14 (*Esteem*) and 17 (*Acceptance*).

Based upon these scores, it is likely that you need:

Straightforward instructions	Freedom from group pressures
Praise that is free of sentiment	Special time to be alone;
Associates who speak up easily	time to be quiet and think
Person who get to the point	Individualized benefits
Direct questions or corrections	A few, close, one-on-one friends

In order to build resistance to or avoid stress in this area, we recommend that you:

Identify a person or group that interacts with you in an objective manner and spend more time with that person or group.

Build a hit list of things you know have gone well, and use it to help you gauge your success.

Find opportunities to assess real signs of success and identify areas that you need to improve upon.

Build a relationship with a "coach" who, without being shy about it, can help you evaluate how well you have done in a situation.

Set aside quiet time for yourself every day; you need solitude to recharge.

Take active steps to protect yourself from interruptions when you are working on an important or stressful task.

Allocate at least one weekend a month just to be alone with that one person who is most important to you. The more difficult this is to do, the more important it is.

Prepare yourself for big holidays or hectic social periods by spending more time being quiet and alone.

STRESS OF DEALING WITH SCHEDULES OR DETAIL

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Structure* and *Change* Components. Your Stress scores in these areas are 42 (*Structure*) and 75 (*Change*).

Based upon these scores, when you are feeling Stress in this area, we expect you may begin to:

- Get bored with essential detail, and not follow through on schedule.
- Feel restless and impatient, and become distracted by little things.
- Have trouble exercising self-discipline or concentrating on the task at hand.
- Become annoyed by anything that delays action.
- Disrupt orderly processes in your impatience to get on to something new.

When these behaviors occur:

- Set up procedures to handle distractions during the most tedious or routine parts of a project.
- Check the progress of each task on a regular basis; avoid adding new priorities to the top of the list until old priorities are finished or formally abandoned.
- Remember that existing priorities must be attended to when accepting the challenge of a new project.
- Work to compartmentalize projects and stay focused on the task at hand.
- Develop a careful list of your tasks and responsibilities, and establish their relative priorities.

MANAGING NEEDS FOR STRUCTURE AND CHANGE

The Stress Behaviors surrounding issues dealing with details and schedules relate to your *Structure* and *Change* Needs. Your Need scores in these areas are 42 (*Structure*) and 6 (*Change*).

Based upon these scores, it is likely that you need:

Freedom from close controls	A minimum of abrupt changes in routine
A minimum of structured routine	Consistently applied policies or rules
Direct access to everyone	Only one or two tasks at a time
Unusual and stimulating tasks	Protection from interruptions
Flexible rules and policies	Predictable schedules and tasks

In order to build resistance to or avoid stress in this area, we recommend that you:

Set aside times every week to follow some new interest or satisfy a new curiosity.

Indulge your sense of adventure whenever possible; use vacations or hobbies to try new activities.

Create frequent opportunities to discuss future goals, plans and activities with your family and/or co-workers.

Make schedules that allow you flexibility in executing tasks and plans.

Develop work schedules that allow you to spend significant periods of time on one project without interruption.

Use time management skills, gatekeepers (official or otherwise) or any other means to protect yourself from distractions and disruptions when working on tedious tasks.

Arrange major work schedules in such a manner that you can fit in a few interruptions without getting behind.

Establish routines for the beginning or end of the day, however simple; they will provide background structure when life gets busy.

STRESS OF HANDLING CONFLICT ***

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding issues with conflict relate to the *Authority* and *Freedom* Components. Your Stress scores in these areas are 75 (*Authority*) and 93 (*Freedom*).

Based upon these scores, when you are feeling Stress in this area, we expect you may begin to:

- Feel so impatient to say what you are thinking that you do not listen to what the other person is saying.
- Take a stand and get overly intense with others over small or other insignificant issues.
- Feel impatient with group decision processes or committees when policy is being shaped.
- Be rebellious or unconventional, and resist control by others over insignificant issues.
- Fear the disruptive consequences of a suggestion, and over-react without thinking through the idea.
- Feel that others are getting in your way or exercising too much control over your actions.

When these behaviors occur:

- Seek out the views, needs and goals of others without getting loud or intense with them.
- Listen carefully before reacting to or arguing with ideas presented by others.
- Assume that others are just as interested in solving the problem as you are, and listen to their ideas.
- Practice taking the ideas of others as tentative thoughts and not as attempts to win the argument.
- Work to remain open to possibilities others are raising; look for parts of their ideas that are compatible with your own.

MANAGING NEEDS FOR AUTHORITY AND FREEDOM

The Stress Behaviors surrounding issues of conflict relate to your *Authority* and *Freedom* Needs. Your Need scores in these areas are 75 (*Authority*) and 93 (*Freedom*).

Based upon these scores, it is likely that you need:

Opportunities to debate or argue	Assignments that allow you independence
Directive, face-to-face authority	Opportunities to set your own direction
Opportunity to direct others	Freedom from control by others
Forceful superiors who listen	Opportunities to be unconventional
To be heard by others	Superiors who delegate broadly

In order to build resistance to or avoid stress in this area, we recommend that you:

Develop opportunities to join other strong-willed persons in spirited but friendly exchanges about low-threat issues.

Spend more time debating philosophical or meaningful topics with friends who seem to enjoy a good argument.

Try to remind close associates that you need opportunities to discuss issues thoroughly before decisions are made that affect you.

Since you think better when bouncing ideas off others, try to develop a good brainstorming relationship with a co-worker.

Avoid being put on the spot by new suggestions; let those close to you know that you like to think things through before responding.

Develop friendships with persons who understand your need to be independent and who are patient with your non-conforming ways.

Work to develop a clear definition of the concerns and values that you share with those around you.

Look for and remind yourself of the commitment that others have to finding good solutions to common problems.

STRESS OF MAKING DECISIONS

The Stress Behaviors surrounding decision-making issues relate to the *Activity* and *Thought* Components. Your Stress scores in these areas are 41 (*Activity*) and 62 (*Thought*).

Your Stress scores do not suggest that this is an area of significant concern for you.

MANAGING NEEDS FOR ACTIVITY AND THOUGHT

The Stress Behaviors surrounding decision-making issues relate to your *Activity* and *Thought* Needs. Your Need scores in these areas are 41 (*Activity*) and 62 (*Thought*).

Based upon these scores, it is likely that you need:

A minimum of prolonged activity	Time to think decisions through
Stimulation of new ideas	Support from others on decisions
Friendly, low-key surroundings	Opportunities to talk out worries
Time for reflection	Offers of assistance and help
Unhurried work conditions	Cautious decision-making by others

In order to build resistance to or avoid stress in this area, we recommend that you:

Plan schedules and projects so you can stop and think about where you have been and where you are going.

Give more time to abstract or philosophical thought and activities.

Avoid taking on too many projects or social obligations when things are getting hectic at work.

Develop a relaxing, low-key hobby or recreation, and make use of the curative powers of this activity often.

Build life goals and important plans carefully using thorough discussion with those close to you and advice from knowledgeable advisors.

Develop close relations with patient and effective advisors who will reflect on your ideas with you and will help you think carefully about important issues.

Keep abreast of major developments in your work area, so that you are ready to deal with issues when they arise and have a good idea of where to go for assistance or information.

Remind those close to you that you need careful preparation before making a decision, and elicit their support in developing several options to consider.

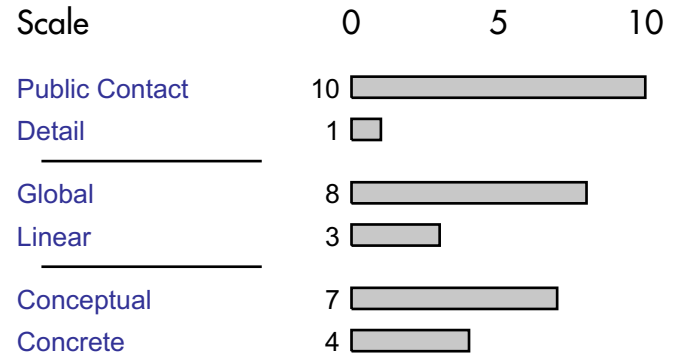
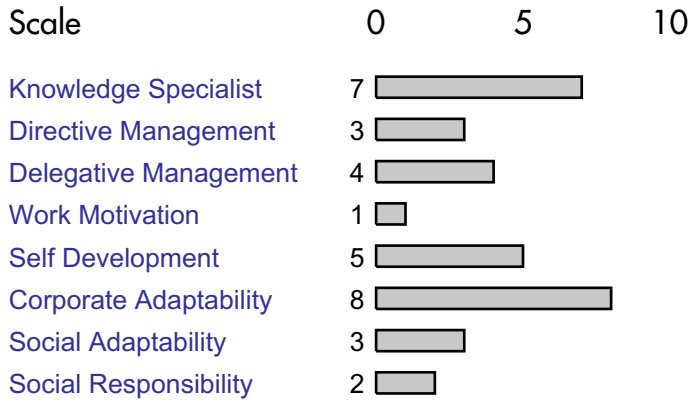
This Report Prepared For:
JOHN Q. PUBLIC

 Date Printed:
 26 APRIL 2010

Preferred Work Styles

CultureLink International

Page: 1 of 1



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. Emphasis is on concrete, immediate, visible results.

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Planning:

POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- Applies authoritarian methods as base of company policy and planning
- Ensures a high degree of personal achievement
- Bases planning on individual prerogative

SETTING OBJECTIVES

- Provides personal, emotional challenge with difficult, definite goals

IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Emphasizes personal direction of individuals
- Emphasizes individual thinking and an unstructured background for problem-solving

Preferred Style when Organizing:

ESTABLISHING RELATIONSHIPS

- Carefully defines respective boundaries of authority and encourages direct debate
- Exercises a loose control over liaison; emphasizes creative contribution of individuals

PROMOTING TEAMWORK

- Organizes teams as loose confederations of individuals

COMPENSATING

- Considers demanding work to be largely its own reward

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
- Bases assignments on the assumption that good staffing is a highly complex and demanding process

MANAGERIAL AND ORGANIZATIONAL STYLE**Preferred Style when Organizing (cont.):*****DELEGATING***

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

IMPLEMENTING

- Initiates action with the support of superior authority
- Sets projects in motion without concern for the status quo

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
- Motivates employees by demands of emotionally challenging tasks
- Allows employees to express individuality without undue structural constraints

NEGOTIATING

- Emphasizes face-to-face debate, gaining edge on opponent
- Combines ability to hold firm position with awareness of personal deficiencies
- Places emphasis on being individualistic and unorthodox in dealing with opponents

CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by open debate and airing of disagreement and conflict
- Sees own mistakes and encourages remedial action

DEVELOPING PERSONNEL

- Gives personal assignments and rewards

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Directing (cont.):

- Achieves effective performance as a by-product of high morale coupled with high expectations
- Emphasizes uniqueness, individuality and diversity

Preferred Style when Controlling:

REVIEWING PERFORMANCE

- Makes outspoken evaluations of performance
- Views performance in terms of ability to respond positively to difficult, emotionally challenging situations

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
- Sets up a standard of performance that demands strong personal response

CONTROLLING COSTS

- Evaluates procedures rigorously to determine better ways of doing things

REPORTING

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis
- Assesses individuals on the basis of unique contributions to the corporate effort

MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by personal face-to-face supervision
- Focuses attention on high, but realistic, standards of service and performance

MANAGING CHANGE

- Takes appropriate individual action when changes in circumstances necessitate it

This Report Prepared For:
JOHN Q. PUBLIC

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Managerial Style

CultureLink International

Page: 4 of 4

MANAGERIAL AND ORGANIZATIONAL STYLE

Preferred Style when Controlling (cont.):

- Allows employees to adapt themselves individually to changes in circumstances

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Career Management Report

A Unique Framework for Career Decisions

The Career Management Report offers an effective way to align personal style, natural aptitudes and individual needs with your profession or career.

The Career Management Report may include:

- 1) Organizational Focus: Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The Organizational Focus color bars display your fundamental work orientation, offering you an overall reference as to which classic occupational group has the most or least appeal for you.

Example:



Communicating
Administrating
Planning
Expediting

Job Families/Job Titles select, identify and confirm your professional strengths. Occupational effectiveness is determined by how closely your responses match profiles of a large sampling of employees in twenty job families. Special management scores (purple) are added to the four colors. Sample job titles are provided for each job family, with a direct link to the U.S. Department of Labor's on-line Occupational Outlook Handbook for most titles. International users may wish to choose the Job Families Only option.

The Career Narrative presents a descriptive summary of the information displayed in the Organizational Focus and Job Families/Job Titles Reports. This summary identifies your career orientation, management style and job strengths.

Although career decisions should also encompass experience, education and interviews, the Career Management Report provides significant information for aiding in career development and succession planning.

Organizational Focus: Professional Strengths

THE BIRKMAN METHOD[®] provides comprehensive formats for organizational development and self-management. The questionnaire you have already completed affords a variety of Birkman Reports (more than 40 formats) that you can access on demand. This portion of your Birkman Advanced Report is designed as an introduction.

ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

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

Color:	Classic Occupational Group:	Focus:
	Arts , Social Service	Strategy (long-term, innovative)
	Operations, Science	Practicality (short-term, tangible)
	Marketing, Sales	Communication (promotional, "people")
	Finance, Administration	Systems (procedural, "detail")





What is ORGANIZATIONAL FOCUS? Organizational Focus refers to your fundamental approach to any work situation. Notice that you show some of all four job capabilities. Each color represents a function needed by every organization. Each of the four styles (occupational groups) has value. Successful organizations have a balance of these colors. Your longest color bar (your bottom line) is your strongest natural job aptitude. The second longest color bar (your supporting style) viewed in combination with your bottom-line (strongest) color reveals your first approach to problem solving and tells us a great deal about the way you work toward your goals.

Organizational Focus: Professional Strengths

Why do these colors matter?

The four colors provide a quick summary as to which kinds of job activities will have the greatest or the least appeal for you. Following your natural professional orientation will powerfully impact your chances for career success, as well as your physical and emotional health. Your colors help to define the distinctive strengths you bring to a team and the ways you might best contribute to an organization.

The four colors symbolize the four classic management functions. In addition to job functions, these colors also have a time orientation:

Color:	Oriented to:	Emphasis on:
	Future	Creative Planning / Design
	Present	Expediting / Technical
	Present	Communications / Marketing
	Precedent	Fiscal / Administration

The "mixture" of your Organizational Focus color bars:

When you review your Report (shown on previous page) pay close attention to the

- ranking (the order in which the bars are displayed)
- magnitude (proportionate length of the bars)

For example, if you have a dominant Green color followed by a supporting style of Red, you will have a very different organizational orientation from someone who has dominant Green followed by a supporting style of Blue.

Similarly, if you have very strong Blue and relatively little Red, Green or Yellow, you will have a distinctly different organizational focus from someone with color bars that are almost equal in magnitude.

If you have shorter bars that are almost equal in length, you will have a general comfort level with each of the styles and will be less intensely focused on one particular job function.

Organizational Focus: Professional Strengths

Relationship between your Organizational Focus colors and the jobs that you may choose:

There is usually a close link between your Organizational Focus colors and the job that you do, or would like to do. A Birkman-trained consultant can explain how you may be quite effective, in a different way, if your job varies from the expected Organizational Focus color.

If you are a Green manager, you may be neither more effective, nor less effective than a Red manager, you simply have a different organizational focus - a focus on the people who do the job rather than on the job that people do.

Similarly, if you are a computer programmer in a structured programming environment with an Organizational Focus color of Blue, you will likely focus on long-term, more abstract and creative solutions. You may still, however, be a completely effective, structured programmer.

How are Organizational Focus color bars generated?

The four color bars are derived from more than fifty validated scales. Although simple to interpret, the origin of your color bar display is complex. The order in which your colors are "stacked" is based on a synthesis of statistical data that has been collected and developed over more than five decades of occupational research. Your responses were compared to people in 23 job families consisting of 167 wide-ranging national occupational norms.

You are unique.

It's important to remember that you are a dynamic entity with many dimensions. As THE BIRKMAN METHOD[®] attempts to "measure the immeasurable", we acknowledge and describe the complex and often seemingly contradictory nature of human behavior. Best of all, we want you to know that whatever your color combination, your natural job strengths are needed. Understanding these strengths is the first step toward self-awareness, which leads to better self-management and better teams.

The Organizational Focus colors are intended to provide a useful starting point for THE BIRKMAN METHOD[®] inquiry as to what makes you so memorable and unique.

THE BIRKMAN METHOD[®] is a multi-faceted instrument. Your Organizational Focus is only an introductory step. When you're ready to proceed to a greater degree of the depth and complexity available to you, please contact your Birkman representative or email us at info@birkman.com.

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	---

Accounting



Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.

- [General Accounting](#)
- [Tax Accounting](#)
- [General Auditing](#)
- [Controllers](#)

Knowledge Specialist



Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.

- [Public School Counselors](#)
- [Psychologists](#)
- [Career Counselors](#)
- [Employee Relations Professionals](#)
- [College Professors](#)
- [Ministers/Priest/Clergy](#)
- Ministry Managers
- [Physicians](#)
- [Lawyers/Litigation Specialties](#)
- [Nursing Managers](#)

Social Service/Counseling



Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.

- [Ministers/Priest/Clergy](#)
- Theologians
- [Therapists/Counselors](#)
- [Social Workers](#)
- Sociologists
- [Psychologists](#)

Consultative Intangible Sales



Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.

- [Stocks and Bonds Sales](#)
- [Medical Services Sales](#)
- [Bank Marketing](#)

Employee Relations/Training



(continued next page)

Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

- Career Counselors
- Employee Assistance Positions
- Organizational Development Prof.
- [HR Training](#)
- [Employee Relations Professionals](#)
- Customer Services
- [Entertainment Marketing](#)
- [Marketing and Advertising](#)
- [Industrial Relations](#)
- [Public Relations](#)
- [Lobbying](#)
- Legal Administrators
- [Legal Assistants](#)
- Consultants to Lawyers
- [Personnel Professionals](#)

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Employee Relations/Training



(continued)

Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

Banking & Finance



Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.

- [Banking Operations](#)
- [Bank Tellers](#)
- [Financial Analysts](#)
- [Loan Officers](#)
- [Bank Financial Officers](#)

Consultative Tangible Sales



Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.

- [Sales Engineers](#)
- [Oil and Gas Sales](#)
- [Pharmaceutical Sales](#)
- [Medical Equipment Sales](#)
- [Software Sales](#)
- [Purchasing Agent/Buyer](#)

Artistic Careers



Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.

- [Visual Arts](#)
- [Literary/Editorial Positions](#)
- [Performing Artist/Acting](#)
- [Architecture](#)
- [Art Sales](#)
- [Travel Agents](#)

Administrative Professionals



Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.

- [Benefits Administration](#)
- [Internal Auditors](#)
- [Credit Administration](#)

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)







This Report Prepared For:
JOHN Q. PUBLIC

 Date Printed:
 26 APRIL 2010

Job Families/Job Titles

CultureLink International

Page: 8 of 12

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
Educational Careers Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.			Public Primary School Teachers Religious School Teachers Public Secondary School Teachers College Professors Public School Counselors University Administrator (1) University Administrator (2)
Legal Legal specialties; include lawyers specializing in litigation and business issues.			Lawyers/Litigation Specialties Lawyers/Business Specialties
Medical Professions Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.			Nutritionists Pharmacists Nurses (1) Nurses (2) Public Health Administrators Clinical Scientists Physicians
Direct Intangible Sales Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.			Casualty Insurance Sales Life Insurance Sales Health Insurance Sales Real Estate Sales Telecommunications Sales
Science Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.			Environmentalists Environmental Specialists Biologists Geologists Chemists Physicists Nuclear Scientists
Delegative Management (continued next page) Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.			Property Managers Hotel, Club & Restaurant Managers (1) Hotel, Club & Restaurant Managers (2) Tangible Sales Managers Intangible Sales Managers Insurance Sales Managers Bank Managers Controllers

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)

This Report Prepared For:
JOHN Q. PUBLIC

 Date Printed:
 26 APRIL 2010

Job Families/Job Titles

CultureLink International

Page: 9 of 12

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Delegative Management

(continued)

Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.

[Public School Administrators](#)
[Nursing Home Administrators](#)

Direct Tangible Sales

Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.

[Clothing/Jewelry/Cosmetic Sales](#)
[Merchandise Sales](#)
[Retail Sales](#)
[Appliance Sales](#)
[Furniture Sales](#)
[Auto Sales](#)

Engineering/Technology

Expertise in engineering, science, or traditional computer applications; include computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.

[Medical Technicians](#)
 Medical Equipment Technicians
[Computer Operators](#)
 User Assistance
[Computer Programmers](#)
 Computer Systems Analysts
 Computer Systems Engineers
 Technical Trainers
[Geophysicists](#)
[Petroleum Engineers \(1\)](#)
[Petroleum Engineers \(2\)](#)
[Oil & Gas Production Engineers](#)
[Civil Engineers](#)
[Electrical Engineers](#)
[Chemical Engineers](#)
[Mechanical Engineers](#)
[Industrial Engineers](#)
 Research Engineers
[Agriculture \(1\)](#)
[Agriculture \(2\)](#)

Enforcement/Security

Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.

[Enlisted Military](#)
[Firefighters & Paramedics](#)
[Police](#)

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)





This Report Prepared For:
JOHN Q. PUBLIC

 Date Printed:
 26 APRIL 2010

Job Families/Job Titles

CultureLink International

Page: 10 of 12

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<p>General Administrative</p> <p>General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.</p>			<p>Receptionists General Office Clerk Communications Clerk Secretaries Administrative Assistants</p>
<p>Petrochemical</p> <p>Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.</p>			<p>Oil Field Operations Oil Field Drilling Work Chemical Plant Maintenance Chemical Plant Operators Chemical Plant Technicians</p>
<p>Directive Management</p> <p>Managing and leading through professional expertise and force of personality. Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering, exploration, utilities.</p>			<p>Operations Managers Manufacturing Managers Construction Managers Petrochemical Plant Managers Telecommunications Managers Utility Company Managers Military Officers Police Department Managers Grocery Store Managers Information Center Managers</p>
<p>Crafts/Technical</p> <p>Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.</p>			<p>Semi-Skilled Construction Semi-Skilled Operations Semi-Skilled Manufacturing Maintenance Work, Operations Electricians Carpenters Machinists Manufacturing Foremen Heavy Equipment Operators Service Work Operations Stationary Engineers Mechanics Utility Field Work Electronics Technicians Drafting Printing Quality Assurance Safety Technicians Technical Trainers</p>

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)

This Report Prepared For:
JOHN Q. PUBLIC

Date Printed:
26 APRIL 2010

Job Families/Job Titles

CultureLink International

Page: 11 of 12

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Numerical Administrative

Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.

- [Data Entry Clerks](#)
- [Bookkeepers](#)
- [Accounting/Billing Customer Service](#)

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)

CAREER ORIENTATION

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

People and communication oriented. Prefers direct communication involving selling, promoting, directing or motivating.

MANAGEMENT STYLES

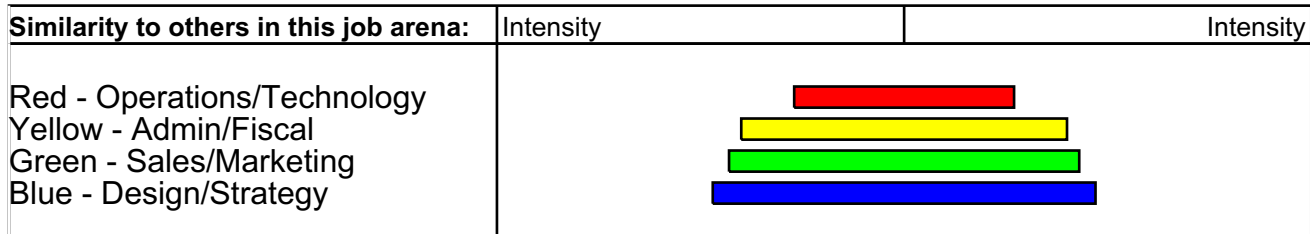
Prefers to contribute and lead by utilizing personal expertise and knowledge for problem solving. Leading by example.

JOB STRENGTHS

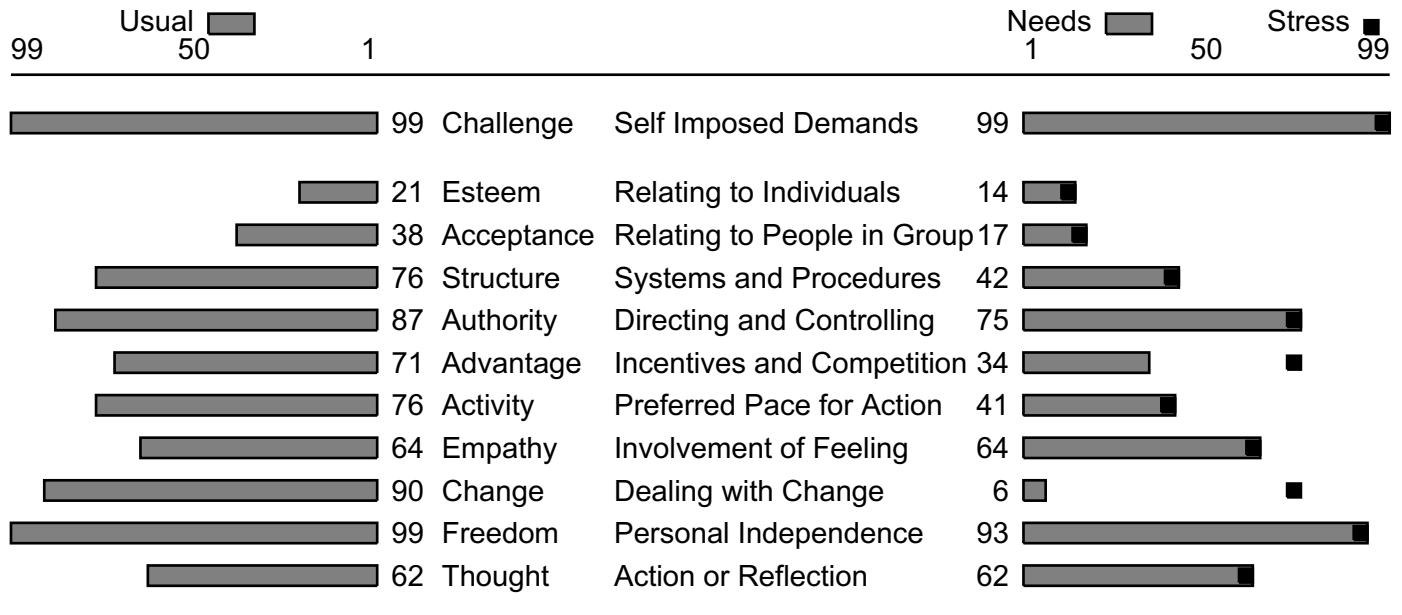
YELLOW

* analyzing, auditing and reporting financial information; designing or implementing fiscal controls

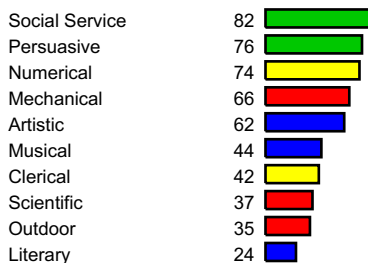
Organizational Focus (Professional Strengths)



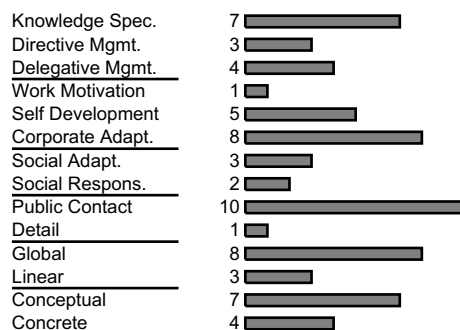
Components



Areas of Interest



Preferred Work Styles



Life Style Grid® (Interpersonal Strengths)

