

A CUSTOM

BIRKMAN

REPORT SET

THIS REPORT WAS PREPARED FOR:
ANDREW YOUNGER (G5CRWX)
DATE PRINTED | November 14 2018

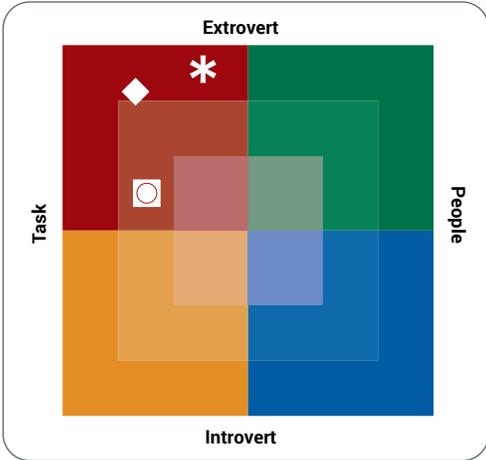


ADVANCED SUMMARY

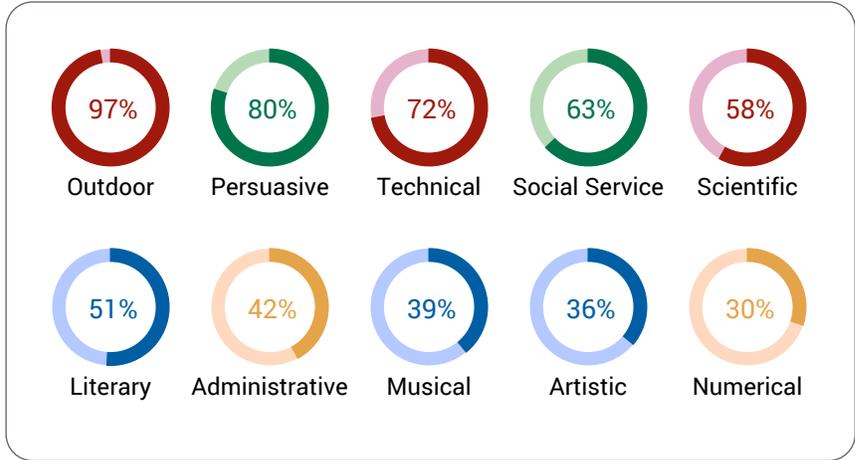
A Birkman Certified Professional should review these results with you



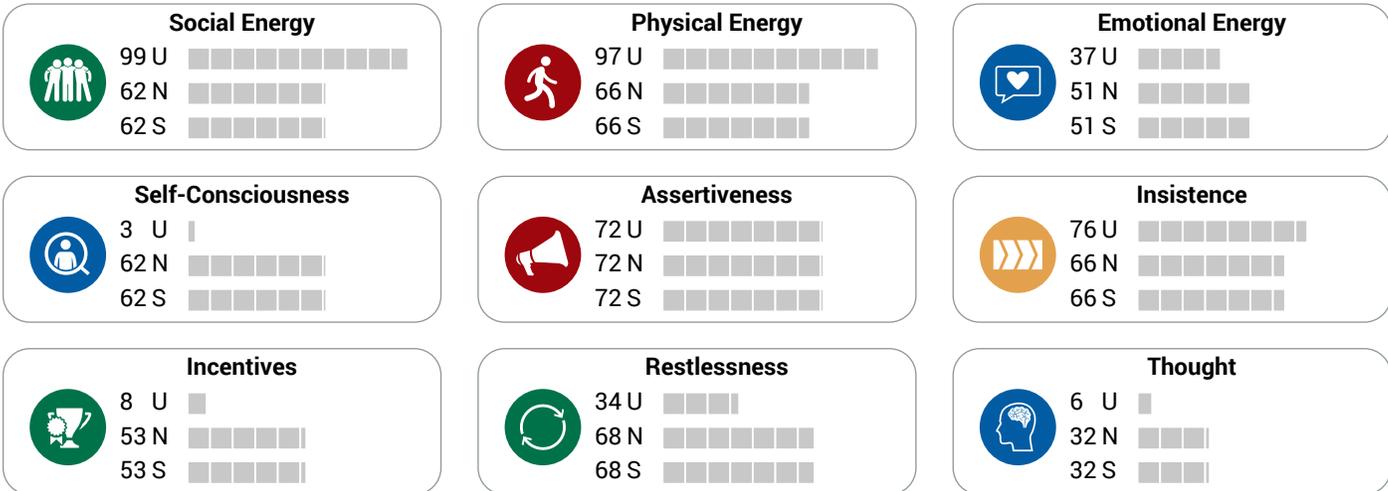
BIRKMAN MAP



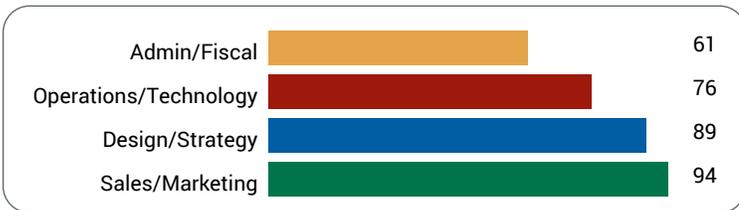
BIRKMAN INTERESTS



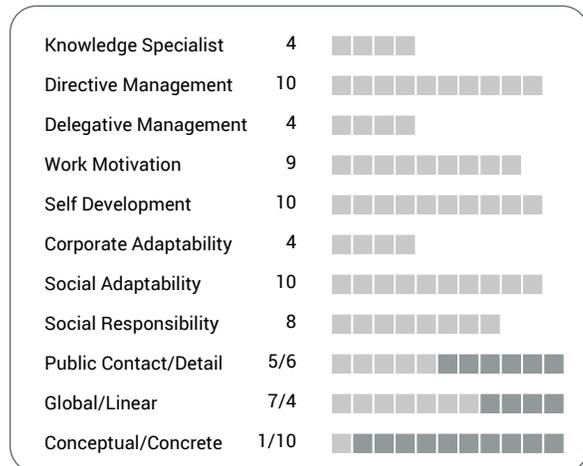
BIRKMAN COMPONENTS



ORGANIZATIONAL FOCUS



WORK STYLES



CHALLENGE & FREEDOM



BIRKMAN MAP



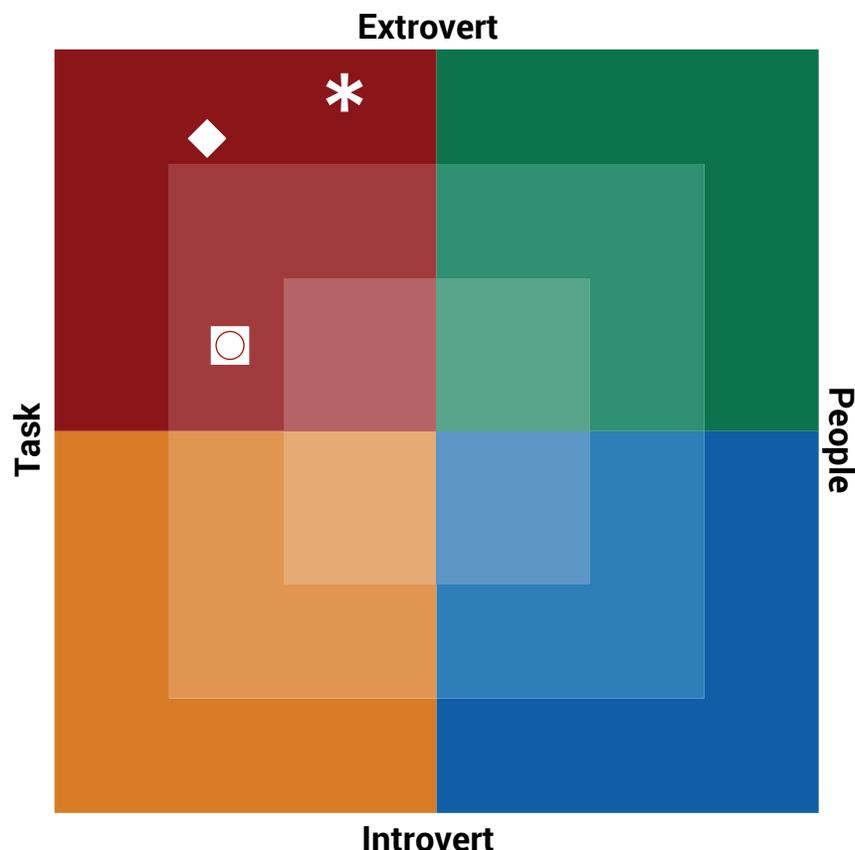
The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing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

 **INTERESTS** - The Asterisk represents what you like to do and where you gravitate in terms of activities you enjoy.

 **USUAL BEHAVIOR** - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive style. This is how other people see you. Usual Behavior is how you act when your Needs have been met.

 **NEEDS** - The Circle represents how you need to be or expect to be treated by other people and your environment. 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.





EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

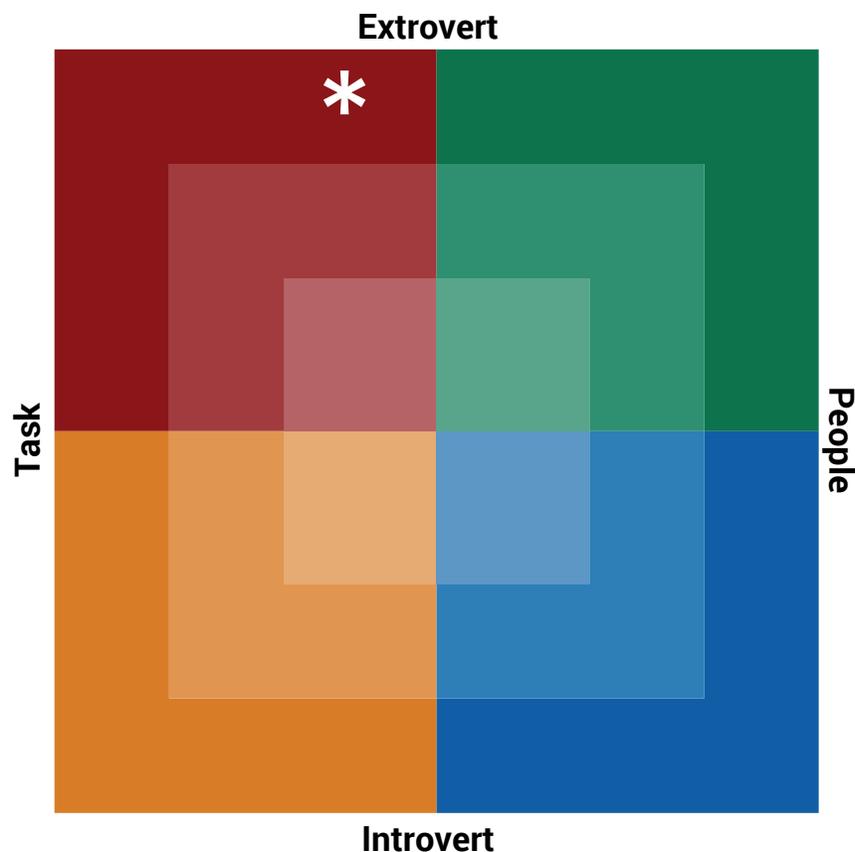
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the RED quadrant, but it is fairly close to the Green quadrant, too. You probably like activities with a practical emphasis, but you like to combine these with tasks involving working directly with people.

Interests in the RED quadrant include:

- implementing
- seeing a finished product
- solving practical problems
- working through people
- organizing

Your Asterisk shows that you like to:

- solve practical problems
- be directly involved
- combine doing things with working with people
- organize tasks, while focusing on the people who do them
- get things done





EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

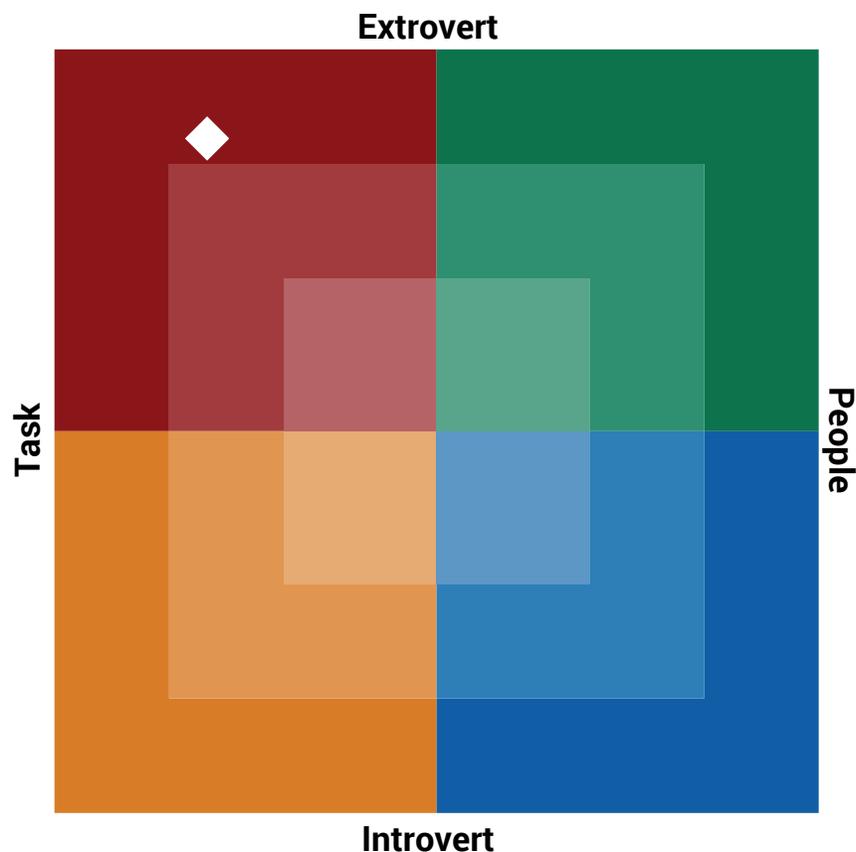
The productive way you set about your tasks is described by the Diamond. Your Diamond is in the RED quadrant. When you are working effectively, you are generally practical and objective.

Usual Behaviors in the RED quadrant include being:

- friendly
- decisive and energetic
- frank
- logical

Your Diamond shows that you are usually:

- friendly
- direct and open with people
- logical and objective
- energetic
- decisive





EXPLANATION OF YOUR NEEDS (THE CIRCLE) ●

The support you need to develop your Usual Behavior is described by the Circle. Your Circle is in the RED quadrant, but it also lies fairly close to the Yellow quadrant. To be most effective, you respond best to people who are logical and systematic.

Those with Needs in the RED quadrant want others to:

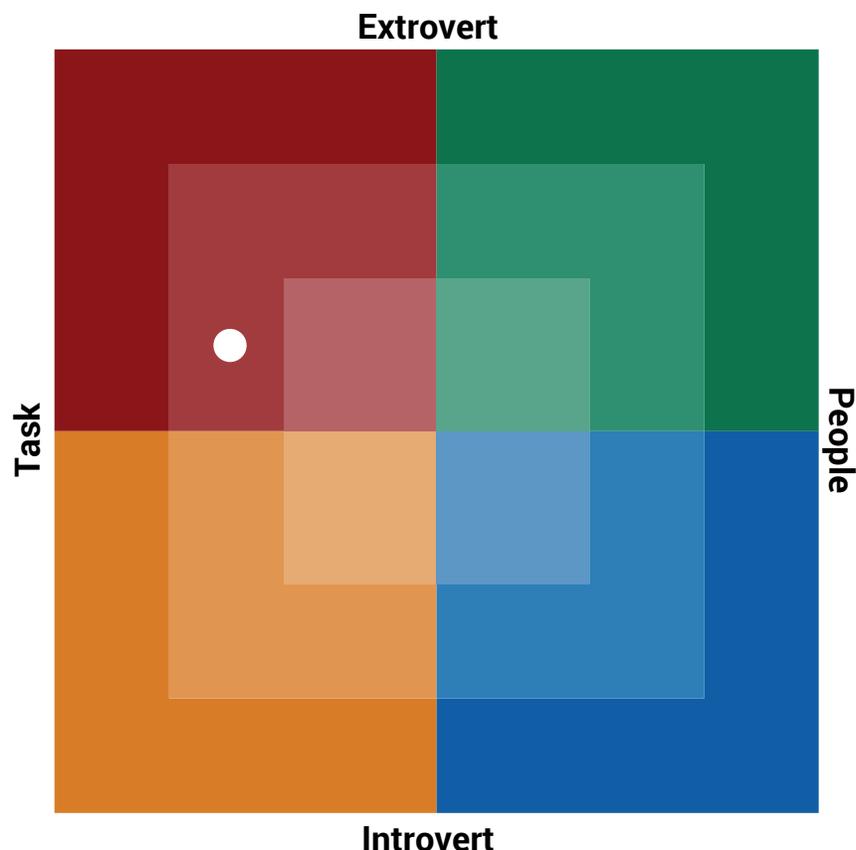
- encourage group interaction
- offer clear-cut situations
- give plenty to do
- be direct and logical

Your Circle shows you are most comfortable when people around you:

- give you clear-cut decisions to make
- who are objective and rational in their delegation of tasks to you

Your Circle shows that you also respond well to people who:

- encourage trust and fairness
- tell you the rules and then don't interrupt you unnecessarily
- are democratic rather than assertive





EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

Your Stress Behavior is described by the Square. Your Square is in the RED quadrant, but it also lies fairly close to the Yellow quadrant. When people don't deal with you the way your needs suggest, you may become impatient and inflexible.

Those with Stress Behaviors in the RED quadrant:

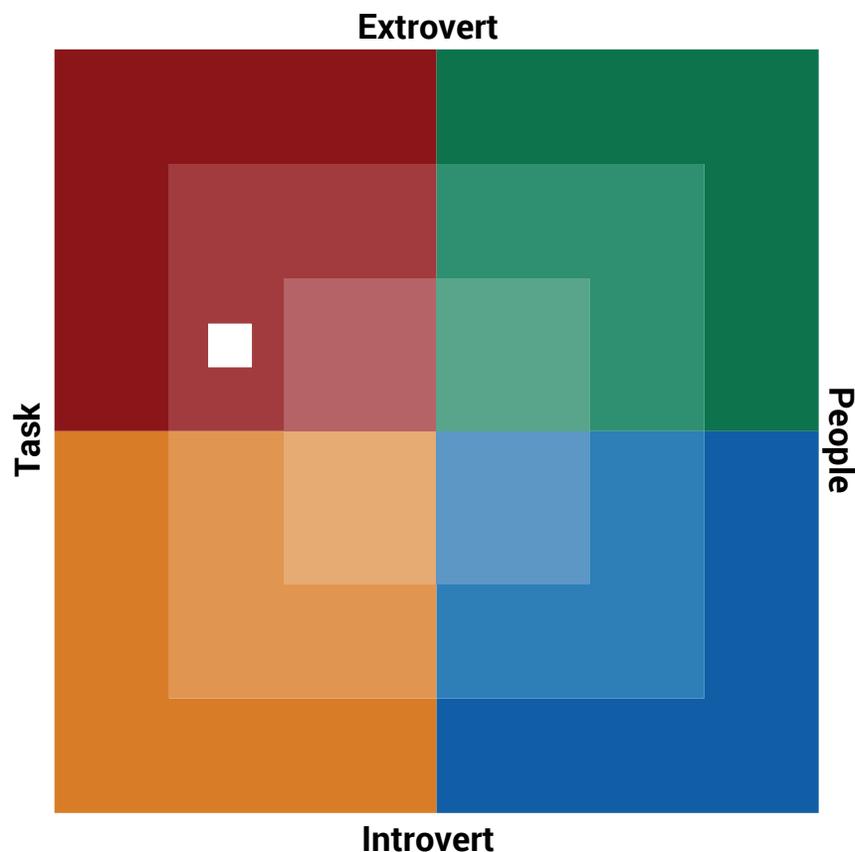
- find it hard to give individual support
- become impatient
- are "busy" for the sake of it
- dismiss others' feelings

Your Square shows that under stress you may become:

- busy for the sake of it
- insensitive

Your Square shows that you may also become:

- over-organizing and rigid
- resistive to change



COACHING PAGE



ANDREW YOUNGER

In *working with others*, he uses candor well but is sensitive to the feelings of others; socially responsive, he prefers casual relationships.

When *giving or accepting direction*, he generally prefers clearly defined responsibilities; he is self-assertive. He enjoys debate and active, participative discussion.

As to *competitiveness and stamina*, Action oriented and energetic in approach, he moves quickly towards results but can balance his energy with thoughtfulness when needed. Generally pleasant and confident, he will need extra support in difficult situations.

When *organizing or planning*, he gets bored when things are too routine, leading to restless impatience; he has a certain fear of the unknown, and behaves with conformity and consistency to avoid surprises. He respects decisiveness, but not hastiness.

SUGGESTIONS FOR COACHING ANDREW YOUNGER

Avoid assignments that involve prolonged solitude; focus on team-oriented goal. ***Social Energy***

Provide plenty of action responsibility but don't overload him. ***Physical Energy***

Provide him opportunities for one-on-one discussions. Express appreciation personally but without excessive sentiment. ***Self-consciousness***

Keep debates controlled and positive. ***Assertiveness***

Arrange some opportunities for him to express his personal initiative. ***Insistence***

Provide some variety and change of pace in schedule. ***Restlessness***

Provide reasonably prompt decisions. ***Thought***

* Particularly significant; may impact other areas

USUAL, NEEDS & STRESS



SOCIAL ENERGY

Your sociability, approachability, and preference for group and team participation

Your natural friendliness toward others keeps you interested and involved in the activities of groups. As a rule, you are accepting of people and are at ease in most social situations. Genuine social awareness is one of your real strengths.

Usual Behavior:

- sociable
- communicative
- at ease in groups

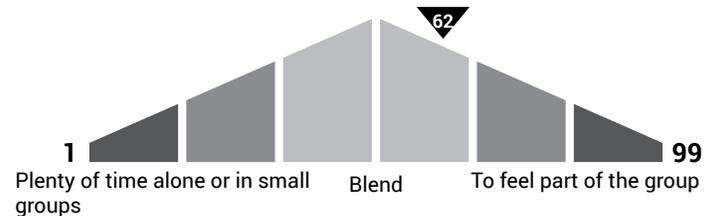
Usual Behavior



Needs:

However, it is necessary for you to have a reasonable amount of time to spend by yourself or in the company of one or two other people. A balance of group and private activities is best, as this allows you to maintain your sense of well-being.

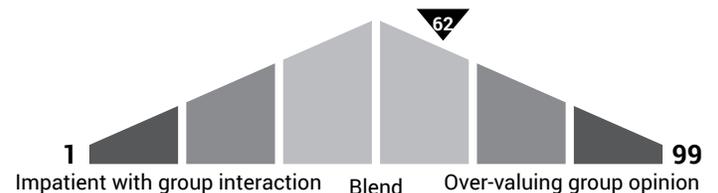
Needs



Causes of Stress:

Too much time spent on solitary activities can result in feelings of loneliness; but you may also find yourself anxious to relieve the pressure of continuous social or group activities.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- withdrawal
- over-eagerness to please the group

USUAL, NEEDS & STRESS



PHYSICAL ENERGY

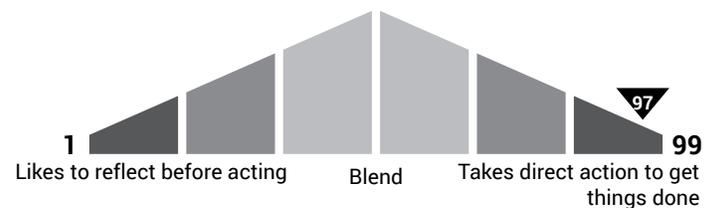
Your preferred pace for action and physical expression of energy

Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

Usual Behavior:

- enthusiastic
- energetic
- forceful

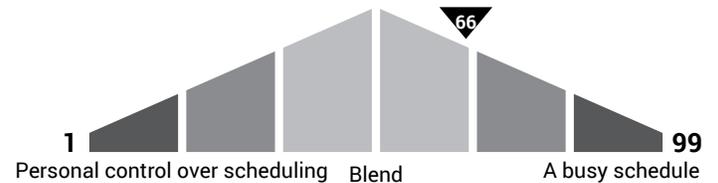
Usual Behavior



Needs:

However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

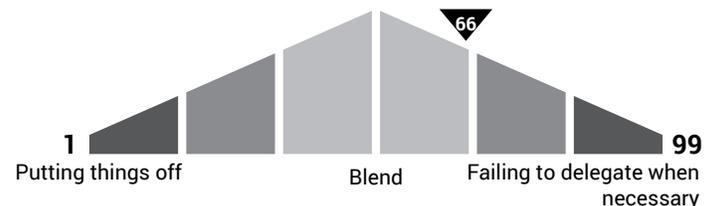
Needs



Causes of Stress:

External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- edginess
- feeling fatigued

USUAL, NEEDS & STRESS



EMOTIONAL ENERGY

Your openness and comfort with expressing emotion

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.

Usual Behavior:

- objective, yet sympathetic
- warm, yet practical

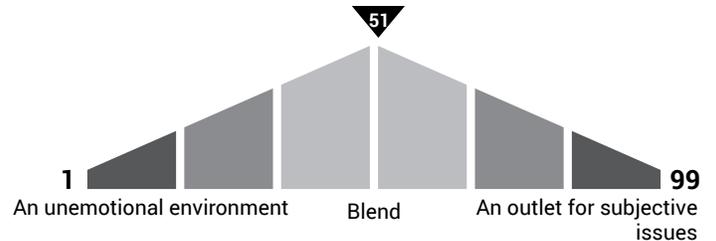
Usual Behavior



Needs:

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.

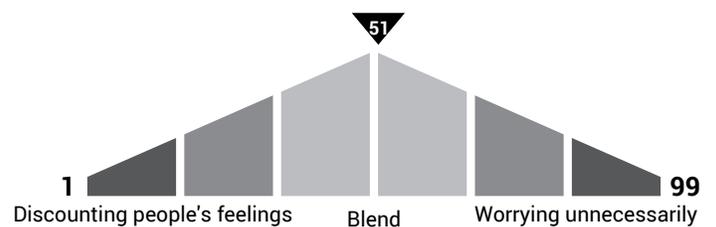
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- dejection
- becoming too impersonal
- loss of optimism

USUAL, NEEDS & STRESS



SELF-CONSCIOUSNESS

Your use of sensitivity when communicating with others

Your ability to be objective and free of self-conscious feelings is a strength naturally resulting from your preference for frank and direct relationships. You find it easy to come to the point without beating around the bush.

Usual Behavior:

- straightforward
- unevasive
- matter-of-fact

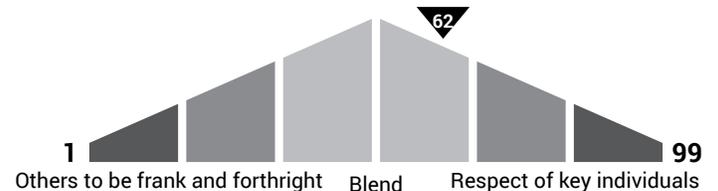
Usual Behavior



Needs:

While you appreciate a certain amount of openness and frankness from others, you also need to feel a personal respect from time to time, especially from the significant people in your life.

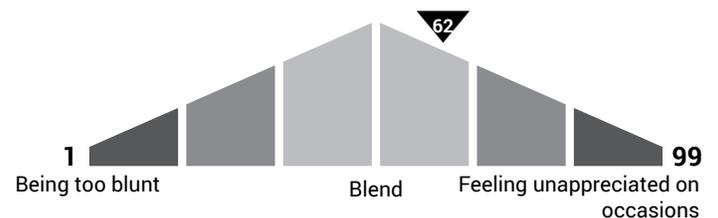
Needs



Causes of Stress:

Both too much sentiment and lack of personal concern are likely to cause you discomfort. Any criticism of you needs to be balanced with genuine praise.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- undue sensitivity
- over-directness

USUAL, NEEDS & STRESS



ASSERTIVENESS

Your tendency to speak up and express opinions openly and forcefully

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.

Usual Behavior:

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

Needs:

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.

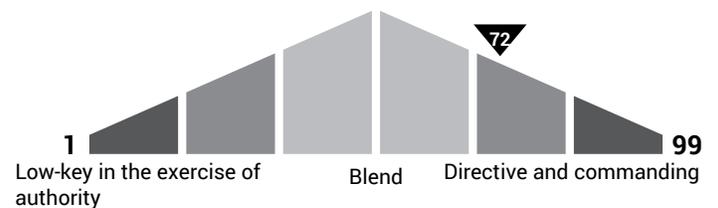
Causes of Stress:

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.

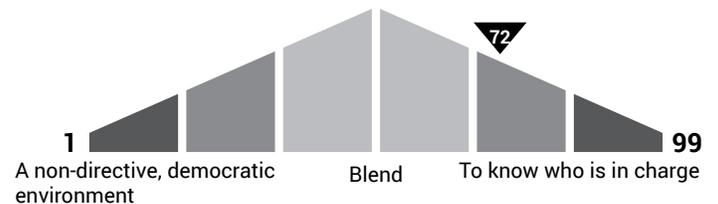
Possible Stress Reactions When Needs Are Not Met:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

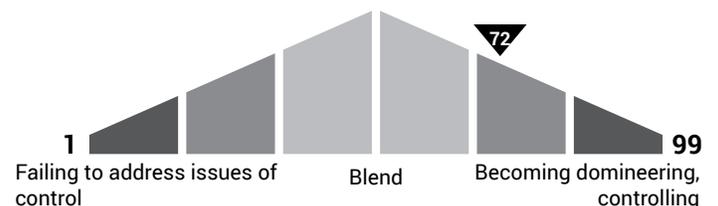
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



INSISTENCE

Your approach to details, structure, follow-through, and routine

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.

Usual Behavior:

- systematic
- detail-oriented
- procedure-minded

Needs:

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.

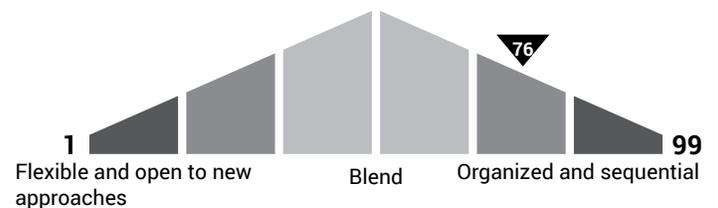
Causes of Stress:

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.

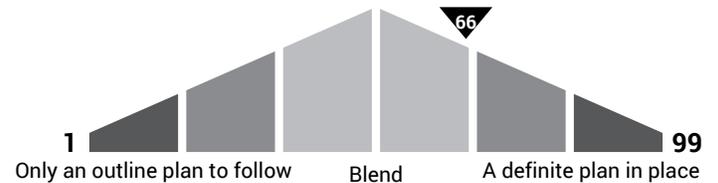
Possible Stress Reactions When Needs Are Not Met:

- de-emphasis on system
- over-controlling

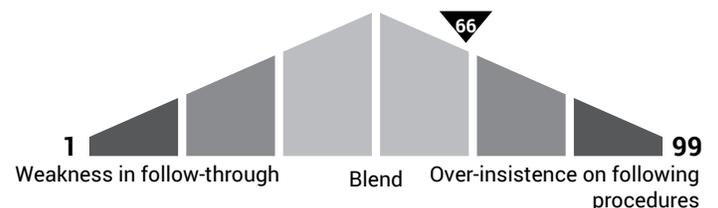
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



INCENTIVES

Your drive for personal rewards or preference to share in group rewards

As a predominantly idealistic person, you value cooperative effort and the concepts of trust, loyalty and team spirit. You can think and reason in terms of intangible benefits, and prefer to minimize face-to-face, competitive rivalry.

Usual Behavior:

- trustful
- loyal
- service-oriented

Needs:

Underneath, you expect a certain amount of competition, and need some reassurance concerning your personal advancement. While you value team effort, it is good for you to receive recognition for individual effort.

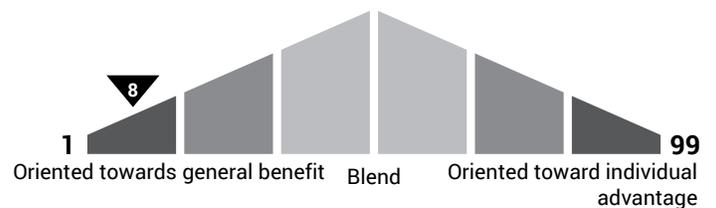
Causes of Stress:

Your respectful attitudes can complicate matters when you are involved in face-to-face conflicts, since your feelings and opinions are stronger than they appear to be. Also, you can find others who are opportunistic or unrealistic a source of discomfort.

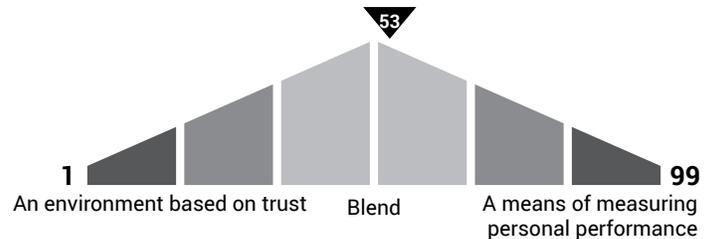
Possible Stress Reactions When Needs Are Not Met:

- becoming distrustful
- becoming impractical

Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



RESTLESSNESS

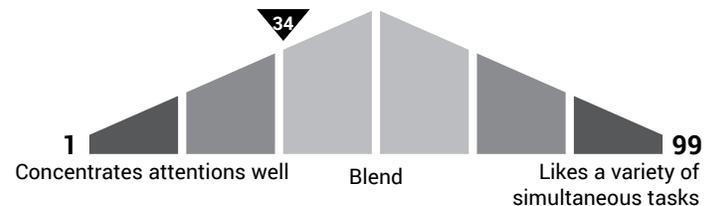
How you prefer to focus attention or change focus and seek varied activities

You have no problem concentrating and focusing on the immediate task; however, being able to combine your concentration with responsiveness to new things is one of your very real assets.

Usual Behavior:

- attentive, yet concentrative
- balances routine with variety
- handles distractions well

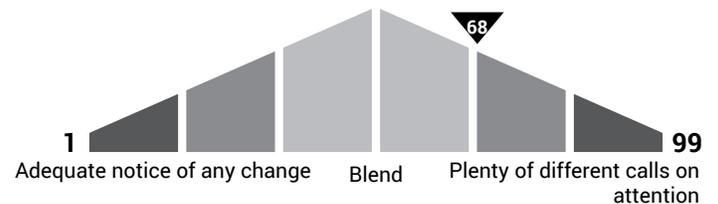
Usual Behavior



Needs:

By contrast, though, you feel most at ease in surroundings which offer the prospect of plenty of variety. Frequent changes of activity stimulate your concentrative abilities.

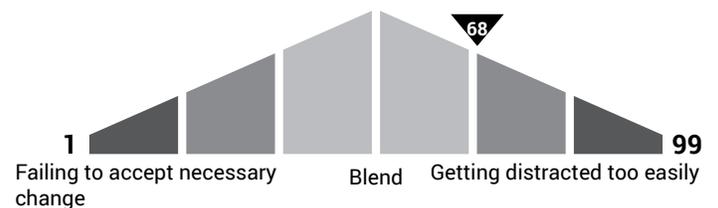
Needs



Causes of Stress:

Your underlying need for change and variety can disrupt your ability to finish the tasks before you. When this happens, you may find yourself feeling "spread too thin," unable to give each project the attention you know it deserves.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- overemphasis on variety
- becoming distractible
- wanting quick results

USUAL, NEEDS & STRESS



THOUGHT

Your decision making process and concern for consequences in making the right decision

You are generally decisive, able to quickly formulate your answers and make decisions without undue delay. Your ability to grasp relevant issues and form quick judgments allows you to be direct and to the point.

Usual Behavior:

- matter-of-fact
- decisive
- direct

Needs:

By the same token, you feel that you don't need to be given a lot of time to make decisions, especially those that are usual and routine. However, the time you need to make a decision will increase as the issues become complicated or unusual.

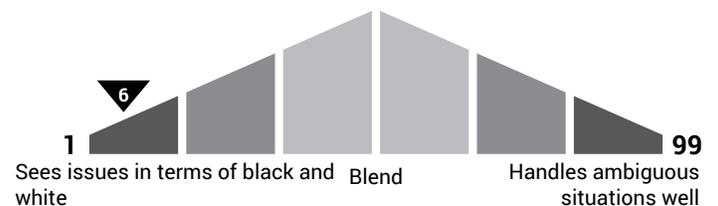
Causes of Stress:

Since you like to make decisions rapidly and dispassionately, ambiguity can frustrate you at times. You may be inclined to be impetuous, overlooking points of detail.

Possible Stress Reactions When Needs Are Not Met:

- over-definite thinking
- becoming impulsive
- snap decisions

Usual Behavior



Needs



Stress Behavior

