

BIRKMAN

PERSPECTIVES

REPORT

THIS REPORT WAS PREPARED FOR
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INTRODUCTION & PURPOSE

The Birkman Perspectives Report was created to provide insights into the perspectives that collectively make up who you are, your view of yourself, and your view of the world. These are your inner thoughts and feelings towards people, environments and situations - both good and bad. They are relatively stable perspectives that you have developed over time.

The following pages contain information derived from some of your answers to The Birkman Method® Questionnaire. The parameters driving this Perspectives Report reveal attitudinal information, as opposed to behavioral information. While each of these parameters are "interpreted" independently of each other, it is possible that statements in one section may on the surface appear to be somewhat at odds with statements in other sections of the report. Therefore, please remember that the human being is a walking set of dichotomies. There is push-pull in all of us; and it is the sum of those characteristics that in part makes us the unique person we are. You are encouraged to read the entire report before making judgments or forming conclusions about the content as a whole.

Likewise, you will probably see some things in one section that seem to reinforce observations in another section. In these cases, you should view them as reinforcing each other, even when they may appear to be saying essentially the same thing. This situation will almost certainly occur if you score in the extreme (or intensely) in one or more areas.

Some of the statements in this report imply behaviors. This is unavoidable, but such statements are not to be taken as absolute, but instead to illustrate how your attitudes are likely to be revealed to others.

At the end of your Birkman Perspectives Report, you will know more about yourself, what makes you unique, and how these insights can impact you and those with whom you interact. Being empowered by this information will help you better understand yourself, how you feel in certain situations, and the underlying attitudes and perspectives that drive why you behave, think, and perceive the world the way you do.



PERSPECTIVES DASHBOARD



Individuality

20



Distinctiveness

28



Social Acuity

61



Image Management

24



Individuality

20

Individuality is a measure of the extent to which you see yourself as being either conventional or unconventional. People with Low scores are more likely to reveal conventional and traditional attitudes. By contrast, people with High scores are more likely to exhibit unconventional and individualistic attitudes. How you see yourself will also influence and impact how others perceive you.



Low Scores:

- Conventional in attitude and behavior
- Steady and dependable
- Cautious and risk-averse
- Predictable
- Resistant to change

High Scores:

- Individualistic in attitude and behavior
- Spontaneous and enthusiastic
- Eccentric and creative
- Less predictable
- Comfortable taking risks



Individuality

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Your answers on the Birkman Method assessment reveal a self-perception that is very similar to others' self-perception. In other words, your view of yourself is very much like the view that most people have of themselves. Such a perspective provides you with very real advantages, yet can also sometimes be frustrating when the world doesn't conform to your preconceptions. Furthermore, how others see you is largely influenced by this rather conformist view of yourself. Let's consider some of the implications of this perspective.

Not many people share your orientation toward maintaining. You find comfort in the familiar and dependable, and it can be difficult to simply toss them aside. How do others perceive this? For the most part, they see it as a source of strength. Sometimes it can be perceived as reluctance to move forward with improvements. In such moments, the frustration can easily build for both you and those advocating some new notion. Recognizing that frustration yields negative perceptions, it's a good idea to remind people that you are by nature cautious and careful, and they must be supportive to your need to identify potential hazards. Work to be more open to others' ideas when they seem to be attacking your armor.

If this sounds like others may see you as overly resistant to change, it's because you are! Not so much change, per se, but certainly not inclined to automatically embrace every notion or idea that comes along, especially if you perceive the idea represents a threat to your foundation. To a greater extent than most people, you are more likely to notice such threats (which, of course, is why others think this about you). What you consider to be nothing more (or less) than healthy skepticism, others may view it as arbitrary and baseless opposition. It is a good idea to make sure that all the detail of your thought process is communicated to others.

On the flip side, however, is someone who holds firm in times of threat. Someone who can be dependable and reliable in most situations; and who can be counted on to keep their word. People also see these traits, and place a high regard on them. Your natural tendency to cling to the tried and true is a genuine source of comfort in times of uncertainty - even for those around you. Just be careful that you don't come across as arbitrary, and more importantly unwilling to get out of your own comfort zone once in a while. Even traditional wisdom is subject to challenge occasionally.



Distinctiveness

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Distinctiveness is a measure of the extent to which you described your behavior as similar or dissimilar to other people's behavior. People with Low scores have described their behavior as very similar to others, whereas people with High scores have described their behavior as very unique or distinct from how they see other people behave.



Low Scores:

- See self as being like other people
- Prefer consistency in people and environment
- Rarely appear "out-of-character"
- More fearful of the unknown

High Scores:

- See self as being different from other people
- Comfortable choosing an unpopular path
- Less intimidated by the unknown
- More comfortable with risk
- Resist perceived constraint and control

Note: Distinctiveness is not necessarily correlated with Individuality. A person can describe themselves as highly Individualistic but also see other people as being highly individualistic. This pattern would show up as High on the Individuality score and Low on the Distinctiveness score.



Distinctiveness

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Your perspective reflects a moderately low desire to behave in an individualistic manner. That is, you see yourself as being more inclined to be restrained and prefer consistent, mostly conservative behaviors. Your ability to rein things in when others are pushing too hard for something that may bring unintended consequences is a very real strength for you and is critical for team dynamics and, ultimately, to team success.

More so than most people, you can look at things with an analytical approach and bring objectivity to help balance out the dangers of too much subjectivity. At the same time, if the status quo carries no particular importance for you, you can also look forward with some enthusiasm to changes in circumstances or situations. In other words, there is a side of you that genuinely seeks to improve and expand. When you leverage this energy, others see a completely different side of you.

Overall, given the choice, your natural tendency is to embrace the familiar. You're only likely to abandon this approach if you perceive a sufficient threat to the status quo. Should this occur, you experience a certain amount of concern, even fear, that the new status quo might not be as acceptable as the old status quo. The difficult part resides in knowing when to support, and when to resist.

If you become comfortable capitalizing on your ability to keep learning and growing, you can develop a deeper understanding of how others likely perceive you when you go into a "hold on!" mode. For the most part, time will be on your side, and most of the time, you're ultimately able to welcome the new. Be aware, however, that others may believe you could be more open and they may see you as sometimes being an obstructionist, if not downright stubborn.



Social Acuity

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Social Acuity is a measure of the extent to which your social perception is accurate. In other words, does the way you think people behave accurately reflect the way they actually do behave? High scores reflect an attitude and expectation that there are proper ways to behave, and such people expect and need consistency from other people and their environment. Low scores expect and need an environment in which a wider range of attitudes and behaviors are accepted.



Low Scores:

- Perceive the world in their own unique way
- Difficulty accepting opposing points of view
- Tendency to impose own beliefs on others
- Appear headstrong, possibly even stubborn
- Comfortable in situations where others may feel uneasy

High Scores:

- Perceive the world the way it actually is
- Understand how most people think
- Intuitively understand social norms
- More sensitive to extreme behaviors
- May become judgmental toward atypical behaviors



Social Acuity

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Your answers to the Birkman Questionnaire reflect a higher than average social acuity perspective. This suggests that you perceive others and the world very much the same way that others view the world. This social perspective and perception of "reality" provides you with some notable advantages. Of course, this perspective can also cause some discomfort for you at times, particularly when circumstances and situations deviate from your anticipated norms.

If Birkman were to say (and we wouldn't) that there is a healthy place to be on a particular scale, it would most likely be where you reside on this scale. Despite the fact that we avoid such assertions, there's no doubt your perception of the world provides you with some genuine advantages not everyone else enjoys. You do see the world fairly accurately and you do not appear to overreact when things don't go exactly as expected.

You can tolerate a wide range of behaviors as long as they are not too farfetched. At the same time, you understand what's appropriate and what's not. In general, you prefer to lean toward the appropriate side of the scale.

Your particular perspective sets you apart from many people and gives you a significant double strength: you can view others through the lens of propriety, which helps you keep relationships on a level plane and enables you to guide and coach others without being too judgmental. This suggests you can temper your judgments of other people with a more accepting attitude that makes it easier for you to avoid the pitfalls of absolutes. While you most certainly think in terms of right and wrong, it takes a pretty serious situation for you to discuss it in casual conversations and this is likely a trait that others admire and respect. While it may be quite rare, it's important to add that, if you feel others are going too far from what is right, you can be fairly outspoken about the appropriateness of their behavior. If this happens, it can surprise those around you since you generally come across as someone who values a live-and-let-live environment.



Image Management

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Image Management is a measure of how much energy you devote to managing and maintaining your public image. High scores are motivated and energized by public approval and success. Low scores value approval and success only when it is perceived to be sincere or genuinely earned.



Low Scores:

- High expectations of self
- Self-worth affirmed through achievement
- Motivated by challenging goals and activities
- Comfortable giving and accepting critical feedback
- Openly critical and demanding of both self and others
- May at times set unrealistic goals
- May find it difficult to accept positive feedback
- Over-emphasize personal shortcomings

High Scores:

- Have an intrinsic sense of self-worth
- Showcase their strengths
- Easily impress others
- Sets goals that are challenging but achievable
- Can have difficulty giving and accepting critical feedback
- Discouraged when confronted with public disapproval
- May take too much credit and appear self-promoting
- Tendency to blame personal setbacks on situational factors



Image Management

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Given your responses on the Birkman Questionnaire, there's no question you view the world in idealistic ways. This is not to say you're naïf, but your overall optimistic outlook suggests you believe other people will usually "do the right thing." You possess the ability to carry yourself with your own brand of charm and social grace, and you usually succeed in putting your best foot forward. You can recognize and understand your own innate strengths and, most of the time, you utilize them quite effectively.

You also know where your potential weaknesses lie, and you're not particularly afraid to address them. This willingness to look critically at both your strengths and shortcomings can make it difficult for others to know where you're coming from at any particular moment - are you a "glass half-full" or "glass half-empty" person?

Since weaknesses are directly linked to our strengths, there will be times when, in spite of our best efforts, weaknesses slip out. This can make you a bit uncomfortable, especially if it happens in public view. With you, chances are you'll take the initiative and own up to these awkward moments, looking for the lessons to be learned from the experience. But you may also dwell on the experience longer than necessary.

Indications are that you - at least to some extent - equate your own personal "value" with your accomplishments (and likewise failures). While this orientation helps you deal with such issues, in reality your "value" is independent of both your successes and your failures. Learn to accept both as nothing more than life, and quit being so hard on yourself when you think you've come up short.