

BIRKMAN

COMPARATIVE

REPORT

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DATE PRINTED | October 28 2016



# BIRKMAN COMPARATIVE REPORT



**Most of what we hear is an opinion, not a fact. Most of what we see is a perspective, not an absolute truth. When we accept that in relationships there is no one right way or right answer, we set ourselves up for better relationships - both professionally and personally.**

The Birkman Comparative report describes significant similarities and differences between two people using each of the nine Birkman Components. Additionally, the report offers key recommendations to consider when two people work together.

Different Usual styles can make for an interesting dynamic when working together. However, when people's Needs differ significantly, it can present major challenges.

In cases where there is a significant difference between the two people on the Birkman Needs score, the report offers an additional explanation of how each person can understand the opposite approach.

Mostly unseen by others, Birkman Needs speak to our expectation of people and the world around us. When two people's Needs are very different, it creates the perfect environment for disagreements, misunderstandings and potential conflict. This is why it's important to address differences in a proactive way - before they cause problems and become personal.

***Please note:*** Depending on the number of similarities and differences, the number of pages in the report may vary. If the Component scores are in the moderate range for Usual, Needs and Stress, a page will not be generated.



## SOCIAL ENERGY

*The Social Energy Component can affect the areas of social enthusiasm, participation in meetings, open lines of communication, comfort in interacting with groups, and spontaneous expression*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have different strengths and assets.**

PUBLIC-TEST works well alone and prefers to approach people individually, while PUBLIC is more friendly and more likely to use meetings or social gatherings.

#### Needs:



**PUBLIC and PUBLIC-TEST have different expectations.**

PUBLIC-TEST needs freedom from constant social demands.

By contrast, PUBLIC tends to be more stimulated by social interaction and the support of the group.

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave differently when their expectations are not met.**

PUBLIC-TEST may withdraw from social situations and spend too much time alone.

By contrast, PUBLIC can be too influenced by group thinking and general opinion.

When PUBLIC is under stress he is likely to see PUBLIC-TEST as difficult to really know; socially detached; underestimating the importance of group projects and social activities.

When PUBLIC-TEST is under stress he is likely to see PUBLIC as overly-friendly; placing too much emphasis on team participation; too willing to tell people what they want to hear; weakening under social or group pressure.

PUBLIC - 99/99/99  
PUBLIC-TEST - 38/17/17



## SOCIAL ENERGY

### Key Recommendations



**When working with PUBLIC-TEST, PUBLIC should remember:**

- to deal with PUBLIC-TEST, where possible, outside of a group or social context
- to talk with PUBLIC-TEST face-to-face, or in small groups, where possible
- that an approach based on one-on-one discussion is preferable to dealing with the matter in a group setting



**When working with PUBLIC, PUBLIC-TEST should remember:**

- to approach PUBLIC, where possible, in a team, social, or group context
- that PUBLIC is strongly motivated by group involvement
- that addressing issues in a more social context is likely to be more productive than talking one-on-one

**How PUBLIC can understand PUBLIC-TEST:**

He has a need for solitary work and is likely to give of his best in such a situation. You will benefit if you allow him to work alone rather than forcing him to constantly participate in team situations. Although he may seem difficult to know due to his preference for alone time, this is not to express a personal dislike of you. His ability to maintain a viewpoint even when it is unpopular can help you gain a different perspective on any problems the two of you encounter.

**How PUBLIC-TEST can understand PUBLIC:**

He prefers the friendly team involvement because that is his nature. Try to remember that the relaxed, social approach to problems can be as effective as your individual approach and is not a waste of time. Your impatience with group participation may make it difficult for you to accept team decisions - try not to be too insistent on independence. If your ideas and actions are not readily received, reassess whether they are designed for general use.

# BIRKMAN COMPARATIVE REPORT



## PHYSICAL ENERGY

*The Physical Energy Component can affect the areas of urgency in decision making, balance between thought and action, competitiveness as opposed to long-range results, and patience with planning and pacing*

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### Working With One Another and With Others

**Usual Behavior:**



**PUBLIC and PUBLIC-TEST have similar strengths and assets. They:**

- generally see direct action as the solution to most problems
- have a high level of physical energy
- tend to get a great deal done

**Needs:**



**There are no consistent similarities or differences in the social expectations of PUBLIC and PUBLIC-TEST**

**Stress Behavior:**



**There are no consistent similarities or differences in the less-than-productive behaviors that PUBLIC and PUBLIC-TEST exhibit when their expectations are not realized**

PUBLIC - 86/93/93  
PUBLIC-TEST - 76/41/41



## PHYSICAL ENERGY

### Key Recommendations



**When working with PUBLIC, PUBLIC-TEST should remember:**

- to give PUBLIC plenty to do
- to motivate by imposing a fairly intense schedule
- that suggesting more effective ways of using high personal energies is preferable to attempting to lighten PUBLIC's schedules



**When working with PUBLIC-TEST, PUBLIC should remember:**

- to offer a balance of scheduled tasks and a more relaxed environment that permits reflection prior to action
- to avoid over-scheduling, or significant periods of time with nothing to do
- that PUBLIC-TEST does not expect, or want, an intense schedule, or an excessively reflective environment

PUBLIC - 86/93/93  
PUBLIC-TEST - 76/41/41

# BIRKMAN COMPARATIVE REPORT



## EMOTIONAL ENERGY

*The Emotional Energy Component can affect the areas of practicality of ideas vs. thought and creative ideas, and control vs. expressions of enthusiasm*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have different strengths and assets.**

PUBLIC tends to be objective and detached, and focused on facts rather than emotions, while PUBLIC-TEST can see the subjective side of issues, and is comfortable talking about feelings.

#### Needs:



**PUBLIC and PUBLIC-TEST have similar expectations. They:**

- do best with more subjective support
- prefer to have their emotions taken into account
- need opportunities to talk about how they feel

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave similarly when their expectations are not met. They:**

- can become upset, perhaps even downhearted
- may allow emotions to determine actions to an inappropriate extent

PUBLIC - 23/64/64  
PUBLIC-TEST - 64/64/64



## EMOTIONAL ENERGY

### Key Recommendations



**When working with PUBLIC and PUBLIC-TEST, other people should remember:**

- to be sure to allow time for the airing of more subjective issues during discussions
- to encourage discussion of emotional aspects of problems
- that permitting them to talk about how they feel is preferable to over-emphasizing "the facts"



# BIRKMAN COMPARATIVE REPORT



## SELF-CONSCIOUSNESS

*The Self-Consciousness Component can affect the areas of managing performance problems and performance reviews, awareness of feeling and special needs of others, using candor as an interpersonal tool, and dealing with sensitive or tough business issues*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have similar strengths and assets. They:**

- tend to be direct and frank with one another and with other people
- keep one-to-one discussions brief and to the point
- are usually untroubled by self-conscious feelings

#### Needs:



**PUBLIC and PUBLIC-TEST have similar expectations. They:**

- prefer that others be candid and forthright with them
- respond best to frankness and openness in others
- respond to praise or favorable attention only when it is genuine

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave similarly when their expectations are not met. They:**

- may become too terse and direct
- can upset people with their forthrightness in one-on-one discussions without realizing it

PUBLIC - 6/21/21  
PUBLIC-TEST - 21/14/14

# BIRKMAN COMPARATIVE REPORT



## SELF-CONSCIOUSNESS

### Key Recommendations



**When working with PUBLIC and PUBLIC-TEST, other people should remember:**

- to focus on the issues at hand, and keep more "supportive" statements to a minimum
- to get to the point rapidly, with a minimum of preliminary courtesies
- that a direct approach to them is preferable to beating about the bush

PUBLIC - 6/21/21  
PUBLIC-TEST - 21/14/14



## ASSERTIVENESS

*The Assertiveness Component can affect the areas of cooperation, conflict management, use of authority, listening skills, openness to others' ideas, and emphasis in delegation*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have similar strengths and assets. They:**

- tend to be assertive when directing others
- appear as natural authority figures
- find it easy to tell other people what to do

#### Needs:



**PUBLIC and PUBLIC-TEST have similar expectations. They:**

- need to know exactly who is the dominant authority figure
- respond well to direct orders from those whose authority they respect
- prefer authoritative but fair superiors

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave similarly when their expectations are not met. They:**

- may become domineering and aggressive
- can "take over" in the absence of formally delegated authority

PUBLIC - 72/91/91  
PUBLIC-TEST - 81/72/72

# BIRKMAN COMPARATIVE REPORT



## ASSERTIVENESS

### Key Recommendations



**When working with PUBLIC and PUBLIC-TEST, other people should remember:**

- that it is important for them both to know exactly who is "in charge"
- to be fairly assertive when giving orders
- that a strongly directive approach is to be preferred to trying to be pleasant and agreeable

PUBLIC - 72/91/91  
PUBLIC-TEST - 81/72/72

# BIRKMAN COMPARATIVE REPORT



## INSISTENCE

*The Insistence Component can affect the areas of managing meetings effectively, clarity of delegation, project management/time management, and sustaining systems and procedures*

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### Working With One Another and With Others

**Usual Behavior:**



There are no consistent similarities or differences in PUBLIC and PUBLIC-TEST's strengths and assets

**Needs:**



There are no consistent similarities or differences in the social expectations of PUBLIC and PUBLIC-TEST

**Stress Behavior:**



There are no consistent similarities or differences in the less-than-productive behaviors that PUBLIC and PUBLIC-TEST exhibit when their expectations are not realized

PUBLIC - 42/92/25  
PUBLIC-TEST - 76/42/42



## INSISTENCE

### Key Recommendations



**When working with PUBLIC, PUBLIC-TEST should remember:**

- to offer the support of a structured and organized environment, where possible
- provide the guidance of rules, systems and procedures
- that a structured approach is preferable to offering general guidelines



**When working with PUBLIC-TEST, PUBLIC should remember:**

- to offer a balance of structured guidance and general guidelines
- to avoid both unnecessary rules and vagueness about procedures
- that PUBLIC-TEST does not expect, or want, strict "rules-based" boundaries or "no formal structure" at all

# BIRKMAN COMPARATIVE REPORT



## INCENTIVES

*The Incentives Component can affect the areas of winning materialistic rewards, winning intangible rewards, risk-taking in the workplace, security in the workplace, comfort with bargaining for self, comfort with negotiating for equitable results*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have different strengths and assets.**

PUBLIC tends to be idealistic, trustful, and a "team player", while PUBLIC-TEST is more competitive and looks for more tangible rewards.

#### Needs:



**PUBLIC and PUBLIC-TEST have similar expectations. They:**

- respond best to an environment that emphasizes service over earnings
- need to feel their work is useful as well as profitable
- are motivated by ideals and intangible benefits

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave differently when their expectations are not met.**

PUBLIC may be over-idealistic and impractical.

By contrast, PUBLIC-TEST may become distrustful of others and too self-protective.

PUBLIC - 16/34/34  
PUBLIC-TEST - 71/34/75



## INCENTIVES

### Key Recommendations



**When working with PUBLIC and PUBLIC-TEST, other people should remember:**

- to focus where possible on intangible benefits and general rewards
- to stress team rather than personalized incentives
- that discussion based on general benefits is preferable to emphasizing personal financial incentives

PUBLIC - 16/34/34  
PUBLIC-TEST - 71/34/75





## RESTLESSNESS

*The Restlessness Component can affect the areas of comfort in shifting business priorities, patience with interruptions, and flexibility in accepting externally imposed change*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have similar strengths and assets. They:**

- like to work on several things at the same time
- consistently change daily routines
- can easily move attention from task to task

#### Needs:



**PUBLIC and PUBLIC-TEST have similar expectations. They:**

- prefer to have notice of intended changes
- respond well to an environment that encourages concentration
- need a minimum of unexpected disturbances

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave similarly when their expectations are not met. They:**

- may be distracted too easily
- can be unrealistic in their expectations of rapid results

PUBLIC - 68/34/75  
PUBLIC-TEST - 90/6/75



## RESTLESSNESS

### Key Recommendations



**When working with PUBLIC and PUBLIC-TEST, other people should remember:**

- that when personal work habits may be affected, it is better to involve them in discussions rather than to impose it unilaterally
- to keep unnecessary process changes to a minimum and give them plenty of warning when physical routines or behavioral change is necessary
- to permit concentration on the task at hand, without interruption



## THOUGHT

*The Thought Component can affect the areas of decision timeliness, degree of comfort with risk, and consistency in positions taken*

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### Working With One Another and With Others

#### Usual Behavior:



**PUBLIC and PUBLIC-TEST have similar strengths and assets. They:**

- are thoughtful
- can see subtleties in many situations
- are more tolerant of ambiguity

#### Needs:



**PUBLIC and PUBLIC-TEST have different expectations.**

PUBLIC does best working in unambiguous situations which permit quick decisions.

By contrast, PUBLIC-TEST needs time to make decisions, particularly difficult ones, and responds well to ambiguous situations where options may be vague.

#### Stress Behavior:



**PUBLIC and PUBLIC-TEST behave similarly when their expectations are not met. They:**

- can worry needlessly over even small decisions
- may delay making a decision until overtaken by events

PUBLIC - 62/18/75  
PUBLIC-TEST - 62/62/62



## THOUGHT

### Key Recommendations



**When working with PUBLIC, PUBLIC-TEST should remember:**

- to reduce issues to their basic components, where possible
- keep ambiguity to a minimum
- that an approach that focuses on basic issues is preferable to clouding the discussion with further options



**When working with PUBLIC-TEST, PUBLIC should remember:**

- to give plenty of time for decisions, particularly if they are difficult or complex
- to offer plenty of alternatives, rather than yes-or-no decision-making situations
- that time spent helping PUBLIC-TEST evaluate options is preferable to attempting to force a fast resolution