



## BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Beating about the bush with you
- Forcing you to participate unnecessarily in group activities
- Failing to make it clear exactly who is in charge
- Interrupting when you are concentrating



## HANDLING COMMITMENT

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

### SECTION A: Your effective approach to handling commitment

- You are usually clear and straightforward when you are framing your commitment message for key individuals
- Your usual practice is to outline your commitment in some detail, rather than in general terms
- Your natural authority style makes it easy for you to request input from others, even if they're initially reluctant to contribute
- You tend to see commitment as involving each team member's competitive desire to win

### SECTION B: Your less effective approach

- You can be too forthright with others when you believe that you are merely trying to establish clarity
- You can become more domineering than you realize when discussing commitment, rather than being open to input from others
- Establishing the team's commitment can turn into a desire to promote your own ideas at any price

### SECTION C: Increasing your level of commitment

- Be candid with you about what is being asked of you
- Be sure that you are clear about lines of authority, whether that authority is vested in you or someone else. Others should not expect commitment from you unless you are clear who is "in charge"



## HANDLING CONFLICT

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

### SECTION A: Your effective approach to handling conflict

- Engage directly with key players, instead of attempting to avoid the issue
- Prefer to take a structured or step-by-step approach to dealing with conflict
- A naturally authoritative person, you find it easy to direct conflict situations, even if other people try to dominate
- Understand that people are often in conflict because each one of them wants to win, and so look for solutions that can preserve that competitive element between them
- See action rather than reflection as the key to solving conflict issues
- You believe that it's often the secondary issues that cause conflict, and you like to investigate those

### SECTION B: Your less effective approach

- Can be too terse and direct with some individuals, sometimes upsetting them without realizing it
- Can be too resistive in handling conflict issues in a group setting
- Can become domineering, dealing with others by attempting to dominate rather than engage constructively with other people
- Conflict can become an opportunity for you to win, perhaps at the expense of others
- Secondary or less relevant issues can start to assume a disproportionately large importance

### SECTION C: Increasing your effectiveness

- Get advice and input from key individuals who will be direct and straightforward with you



## HANDLING CONFLICT

- If possible, get away from the group for at least a while and reconsider the issues
- Make sure you know who is "in charge"
- Try to limit distractions when you are focusing on the issue



## HOW TO INCENTIVIZE YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Talk about remuneration privately, not openly



## HOW YOU PREFER OTHERS TALK TO YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Get to the point. Don't worry too much about hurting your feelings
- If the subject is important, talk to you alone
- Don't be afraid to disagree openly with you as long as you appear to be relishing active debate
- Keep irrelevant matters to an absolute minimum



## HOW YOU PREFER OTHERS WORK WITH YOU

The following statements are generated from your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- Be direct and straightforward
- Don't force group interaction on you constantly
- You need to see your manager as an authority figure, if you are to avoid overstepping your bounds
- Don't distract you with multiple concerns if it can be avoided



## HOW YOU APPROACH JOB INTERVIEWS

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

### SECTION A: When you are at your best in the interview

- You respond directly and unselfconsciously to questions
- You are most comfortable when the interview follows a structured format rather than being casual or informal
- You are not afraid to express your differences with the interviewer
- You are not afraid to discuss remuneration issues, particularly where these are related to competitive achievement
- You are likely to come across in the interview process as an energetic candidate
- You may well address two or more topics at the same time during the interview process

### SECTION B: When you are less at ease in the interview

- You can be too direct and straightforward
- You may fail to respond adequately to social cues in the interview process
- You may become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- You may appear overly eager when money matters are raised
- You may start addressing another topic before fully answering the question that was asked

### SECTION C: Preparing for the interview

Practicing with a friend before an interview is an excellent idea. If you do this, you should ask your friend to watch particularly for the potential issues listed here





## HOW YOU APPROACH JOB INTERVIEWS

- You should be prepared to be courteous if the interviewer is attempting to put you at ease
- You should remember that you may need to show social abilities if there is an interviewing panel or if the interview is conducted in a social setting
- You need to keep calm even if you feel provoked in some way during the interview process
- You should be prepared for an interviewer to ask some unrelated question while you are still answering the previous question



## HOW YOU HANDLE OTHER PEOPLE

The following statements are generated from your Component Usual and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

### SECTION 1: When you are at your best

- Are typically direct and straightforward – tend to get to the point
- Structured in your approach to situations; present your outline point by point, with at least some focus on detail issues
- Tend to exercise authority naturally – generally give direct orders as much as you may seek a consensus from others
- Are naturally competitive; like to win, and prefer to encourage others using individualized incentives
- Physically energetic; bring an emphasis on direct action to most issues, and seek a similar approach from others
- Like to have plenty of variety in your routine; likely to expect others to be able to handle more than one issue at once

### SECTION 2: Your less effective approach

- Can be brusque and over-direct, upsetting more sensitive people without realizing it
- Can withdraw from general interaction with people; may remain by yourself, or depend too much on a few people who are close to you
- Can become more domineering than you realize; may take others' silence for consent, when in fact they are intimidated
- Can become over-competitive, to the extent that the need to win can be more important than a solution that benefits all
- Can sometimes be too inclined to deal with too many issues at once, or to focus unduly on secondary matters whose relevance is doubtful



## HOW YOU INCENTIVIZE OTHERS

The following statements are generated from your Component Usual scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Tend to tell people frankly what you think is their value
- More at ease when incentives can be determined from some pre-existing remuneration plan
- Much prefer to recognize achievement with concrete financial rewards
- Value employees who are busy and seem always to be heavily scheduled



## HOW YOU SEEK TO INFLUENCE OTHERS

The following statements are generated from your Component Usual scores (effective approach) and Component Stress scores (less effective approach). Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

### Effective approach

- Talk directly to people in one-on-one encounters, believing that this demonstrates your respect for them
- Believe that outlining a structured plan and getting others to buy into it is the most effective approach
- Use your natural authority to command the attention and agreement of others
- Like to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of your ideas
- Tend to offer an idea in terms of key actions steps and seek agreement on those
- Like to emphasize a variety of approaches to and benefits of the idea you are promoting

### Less effective approach

- Can fail to realize when you have alienated others by being too direct and forthright
- In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- Can see disagreement as a challenge to your authority: can become domineering, seeing criticism as a threat to your "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- Can let your attention wander; inclined to follow others' focus on side issues, to the detriment of the main idea



## INCREASING YOUR SALES EFFECTIVENESS

The following statements are generated from your Birkman Interests, Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

### SECTION A: Your likely effective sales style

- Directly persuading and influencing prospects is an important part of your effective sales style
- Feeling that you are selling a product or service that genuinely benefits the prospect tends to increase your effectiveness
- You feel more effective when you have a complete grasp of the "numbers" and can talk to the prospect about them
- You feel much more at ease when you have a relationship with a prospect that enables you to be direct and straightforward
- You tend to be most effective when you are able to structure your presentation, moving the prospect logically from one aspect to another in an organized way
- You can be very effective with prospects who like to push back, even if they do so energetically; you can relish vigorous debate and discussion
- You have a natural competitiveness, and you enjoy being able to measure yourself against others in terms of the effectiveness of your sales style
- You have a high level of physical energy, and this can allow you to give yourself a fairly heavy schedule as a salesperson - something which you usually enjoy
- You like to have several issues to attend to at a time, and to move your attention from one to the other; you're more effective taking this approach than concentrating for a long time on just one matter

### SECTION B: What you need from others and from your environment

- Be sure you have supporting documentation for any claims you may make about your product or service. Have relevant written materials as leave-behinds. Be sure to follow up in writing



## INCREASING YOUR SALES EFFECTIVENESS

- You do your best work when other important people - bosses, colleagues, clients - are frank and straightforward in their dealings with you
- Be sure you have opportunities every so often to get away from larger groups of people and be by yourself or with one or two people who are important to you
- You respond best to natural authority figures who find it easy to take charge
- Particularly on important projects, it's important that you be permitted to concentrate your attentions, to be free from unnecessary distractions, and to be protected from unexpected change, as far as this is possible

### SECTION C: Your less effective style

- Written materials that support and amplify your presentations are more important to many prospects than you may suspect
- You can become too abrupt with key people when they seem to you to be overly sensitive; this can happen because you fail to read underlying signals that they may be putting out
- Under stress, you can fail to respond adequately to social or large-group situations; you can find it hard to be friendly when you are under a lot of pressure
- In stressful situations, you may sometimes come on too strong; what looks to you like a lively debate can be seen by others as pushy behavior or a refusal to listen to another point of view
- Because you relish competition, sometimes the sale can become a matter of "who wins" instead of a win-win situation for you, the prospect, or your respective companies
- When things go wrong, you can become distracted; there can be a tendency to take your eye off the ball, and start addressing secondary issues which are not really relevant

### SECTION D: Action questions and your answers

- Do you have all the written materials and documentation you may be asked for?



## MANAGING YOUR TIME

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

### Your effective approach to managing your time

- Focus: *Prioritizing*:** You are most effective when you structure your projects and the projects of other people. Organizing your tasks, sequencing, and assigning priority to them works best for you
- Focus: *Delegating*:** You have the energy level to handle those tasks which you cannot afford to delegate, and to watch closely or even contribute to those tasks which have been delegated
- Focus: *Delegating*:** It is fairly easy for you to delegate simple matters: you prefer to exercise more care with, and to take more time deciding how best to handle, those tasks that are more complex or ambiguous
- Engaging others:** You are able to engage key individuals by being direct and straightforward with them about your requirements and your expectations of them
- Engaging others:** You are fairly friendly, but you are able to distinguish between situations that are best addressed by engaging with the team and those times when an individual approach may be more effective
- Engaging others:** You are able to find a balance between facts and logic on the one hand and the emotional component on the other, and to work with one or the other as may be necessary
- Engaging others:** You enjoy moving your attention from one area to another: you can be effective when it comes to multi-tasking
- Being accountable:** You believe strongly in individual accountability: you like to give people the freedom to achieve competitively, but also to be individually answerable for their results

### Your less effective approach to managing your time

- Engaging others:** You can be too inclined sometimes to dismiss the need for respect and consideration that some key individuals may have, and this can result in your being too direct in your conversations with them



## MANAGING YOUR TIME

- Engaging others:** Sometimes you can be inclined to dismiss the importance of larger team- or group-based meetings because you underestimate the energy that many people get from group interactions
- Engaging others:** Sometimes you can find it hard to focus your attention. Secondary matters start to acquire a significance for you out of proportion to their real importance
- Being accountable:** Your underlying competitiveness can result in your encouraging individual achievement which can come only at the expense of team-based values

### Increasing your effectiveness

- Engaging others:** It may be necessary to tell people you respect them more often than you think ought to be the case
- Engaging others:** Have someone who can tell you frankly which group sessions or larger meetings you simply should attend, even if you don't want to
- Engaging others:** Let others know that it is OK to interrupt you with important matters even if you don't look particularly happy when it occurs





## MONEY AND TRUST

The following statements are generated from your Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

### SECTION 1: When money matters become stressful, you may:

- Become too terse, abrupt, and direct with key people - your family, close friends, or advisers
- Be too secretive about your financial affairs, even when talking about them in a group setting might be beneficial to you
- Become overbearing or domineering with advisers or family when you are feeling afraid or insecure
- Be inclined to distrust even those who are working on your behalf because you suspect they are mainly out for themselves
- Want to constantly change your investment or savings patterns when long-term thinking is the best approach

### SECTION 2: It is suggested you work with:

- Someone who will "give it to you straight" rather than sparing your feelings
- Someone who understands your need to talk over matters privately
- Someone who is not afraid to argue with you if he or she thinks you are wrong or misguided
- Someone whom you are happy to see rewarded if he or she does a good job with your finances
- Someone who concentrates his or her attentions on you and your financial concerns



## MOTIVATING YOU FOR BEST PERFORMANCE

The following statements are generated from your Birkman Interests scores and your Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Respond readily to opportunities to influence others directly
- Particularly responsive to situations where you can help others
- Motivated by tasks involving numbers or statistics
- Prefer direct, no-nonsense instructions and encouragement
- Are most self-motivated when allowed some time to work alone or with a very small group
- Most effective when directed by someone you see as a natural authority figure
- Let you concentrate -- others shouldn't interrupt if it's avoidable



## ORGANIZATIONAL FIT

The following statements are generated from your Work Styles scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You think in terms of classic organizational structure; you relate well to the formal management structure of the large organization
- You prefer to manage using a combination of formal management training and field experience; you are inclined to be doubtful of those who are over-dependent on management theory, or of those whose management background is purely experiential
- You tend to be motivated primarily by the inherent interest you have in work or in its results, rather than by work for its own sake
- You can be something of a free-wheeler; you tend to base your actions on what benefits the organization or your immediate group rather than on corporately mandated or abstract values
- You are something of a free spirit; you may be less predictable than other people in terms of your response to the corporate "line" and more inclined to follow your own way of thinking



## RELATIONAL DISRUPTERS

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

### SECTION A: How you may upset others without intending to do so

- You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- You are organized and detail-oriented, and some co-workers don't need as much structure as you may bring to your interactions with them
- You are a natural authority figure, and you can appear more domineering or threatening to quieter co-workers than you may realize
- You have a natural competitiveness, and this can disturb those co-workers who think more in terms of general rather than individualized rewards
- You are naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers
- You are able to multitask fairly easily, and some co-workers may need more time to focus their attentions than you realize

### SECTION B: How others may unintentionally annoy you

- You may become impatient with co-workers who find it hard to talk with you directly and frankly
- You can tend to be less responsive to requests for meetings that come from others, suspecting that such meetings may be a waste of your time
- You can think that co-workers who prefer to use guidance rather than commands or orders are ineffective at directing others
- You can feel resentful when you are interrupted in some task where you are concentrating hard



## RELATIONAL DISRUPTERS

### SECTION C: Avoiding "derailers" and becoming more effective

- Give some co-workers a little more time. Identify those associates who can find it hard to be direct with you. Allow them a little more time to feel comfortable in one-on-one sessions with them
- Be friendly. Push yourself to participate in those little social rituals with co-workers. Be present for at least some of their informal group interactions. Learn to value the power of larger meetings that are not called by you
- Rein yourself in over authority issues. Learn daily which situations can benefit from asking, "What do the rest of you think?" Learn to be patient with those who find it hard to speak up
- Understand that some co-workers do better when they divide their attention between tasks instead of focusing on one thing. Where it is possible, allow them to do this



## WHAT KIND OF TEAM PLAYER ARE YOU?

The following statements are generated from your Component Usual scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

**No individualized statements were generated for this respondent. The reason for this is that you tend to be moderate in behavior and in your reactions to others. You usually find little difficulty in working with other team members, and they in turn should not find it necessary to make special allowances for you**



## THE EFFECT OF INTERESTS ON YOUR WORK

The following statements are generated from your Birkman Interests scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You have an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
- You have above-average interest in promoting ideas, products, or services
- You have an unusual combination of promotional interest and an affinity for numbers. You might be effective in pre-sales or post-sales work, selling financial products or services, or positions which involve some accounting work with selling activities
- You are likely to respond well to positions which involve helping people
- You are more interested in work which helps other people than might be suspected from the rest of your interests
- You are more attuned to working with numbers than people who share your general interests
- You are not likely to be interested in positions which involve reading or writing



## YOUR JOB SEARCH

The following statements are generated from your Component Usual, Component Need and Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

### SECTION 1: Approaching your job search

- Directly ask those you know for networking contacts
- Use your organizing approach and follow a structured plan as you pursue your job search
- Ideally, find a job that allows you to be competitive and to be paid on results
- If possible, actively start your job search as soon as you can
- You will feel you are achieving most if you pursue several different lines of inquiry at the same time

### SECTION 2: When the job search becomes stressful

- Under pressure, you can be a little too terse
- You are tempted to withdraw or hide when things get tough
- You have a tendency to focus too much on what the job pays and not enough on things like work conditions
- You can find it hard to sit still and concentrate on what you committed to do, because it is easier to keep trying something new

### SECTION 3: Finding and developing a support group and/or process

- Seek the support of friends who will be direct and straightforward with you
- One or two close supporters are more beneficial to you than a group of more casual friends
- Stay away from distractions





## YOUR LEADERSHIP STYLE

The following statements are generated from your Component Usual and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- An unselfconscious leader, direct and to the point, you prefer others to be frank with you
- Strongly directive and commanding, you need to see a similarly authoritative figure in others
- A reflective leader, at home in ambiguous or complex situations



## YOUR LEARNING STYLE

The following statements are generated from your Birkman Interests and Component Need scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant to you.

- You enjoy projects which involve directly influencing the thinking of other people
- You relate well to topics or projects that deal with people, particularly social issues or matters
- You are likely to grasp numerical concepts quickly
- You like to be dealt with in a straightforward manner in one-on-one dealings with your tutor
- You prefer to be instructed in a small-group setting, or even alone where that is possible
- You do best when you can see your instructor as a natural authority figure
- You are fundamentally more concentrative than may sometimes be realized: you need opportunities to focus your attention for best performance



## YOUR POSSIBLE CHALLENGES

The following statements are generated from your Component Stress scores. Carefully read each statement and check the ones that are most significant to you. Remember, a statement appears because it may be significant for you, not because it is significant. Only you can decide which statements are most relevant for you.

- Can be unaware of the extent to which you are brusque or dismissive
- Can ignore social convention
- Become domineering, even aggressive
- Too tempted by short-term payoffs and by winning at any price
- Find it hard to concentrate, are too easily distracted