

## Birkman Certified – Reporting Samples

# “Individual”

The sample reporting on the following pages represents **several, but not all**, of the **individual reports** available to consultants who complete [Birkman Method<sup>®</sup> Certification Training](#).

Birkman Certified Consultants are accredited to access the full set of reporting – *individual, 1:1 comparison*, and *group* reporting – that can be generated from [The Birkman Method<sup>®</sup>](#)

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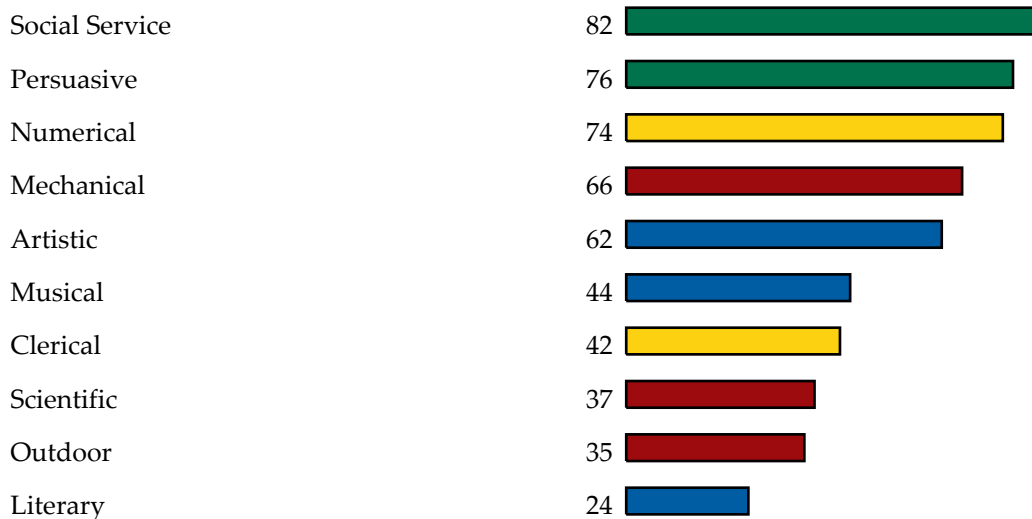
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## Areas of Interest

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.

# SAMPLE REPORT

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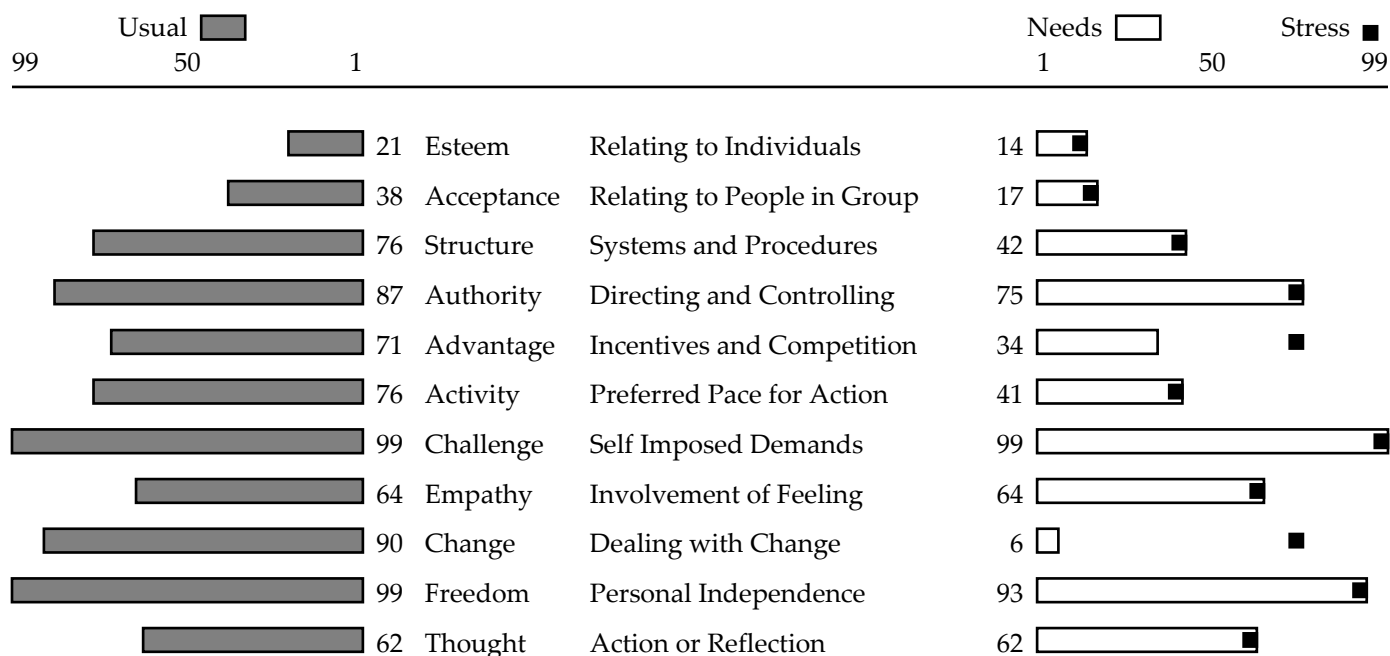
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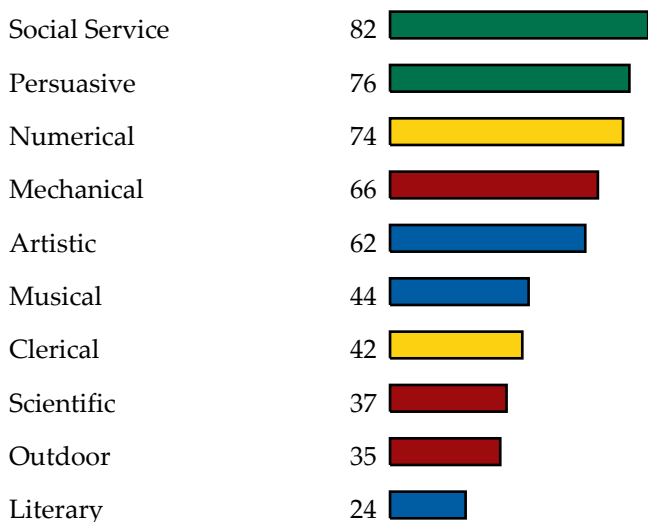
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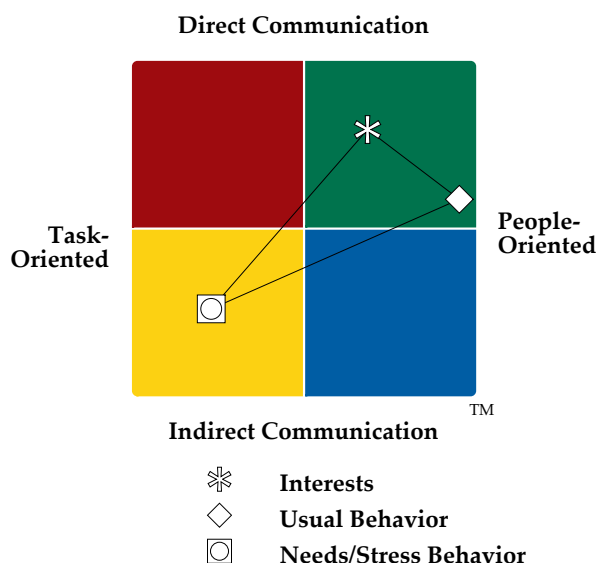
### Components



### Areas of Interest



### Life Style Grid® with Descriptors



# SAMPLE REPORT

# Needs Graph

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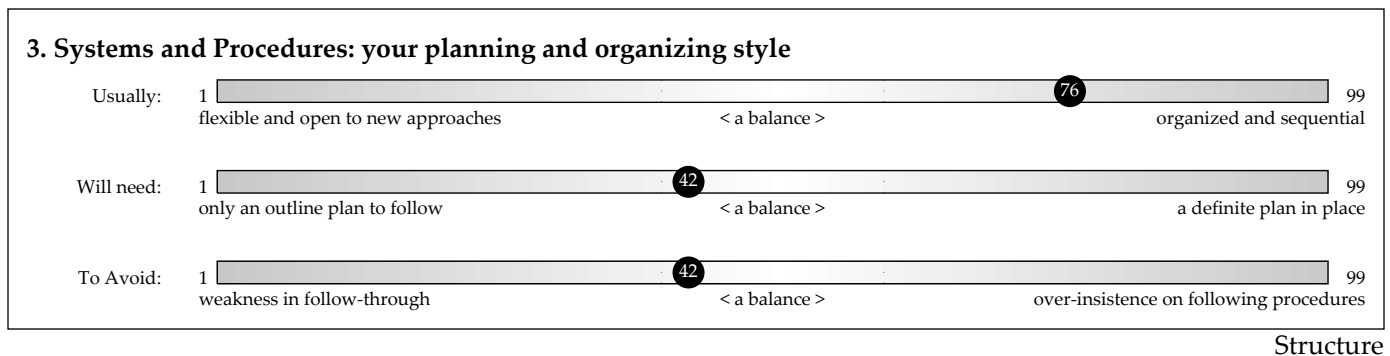
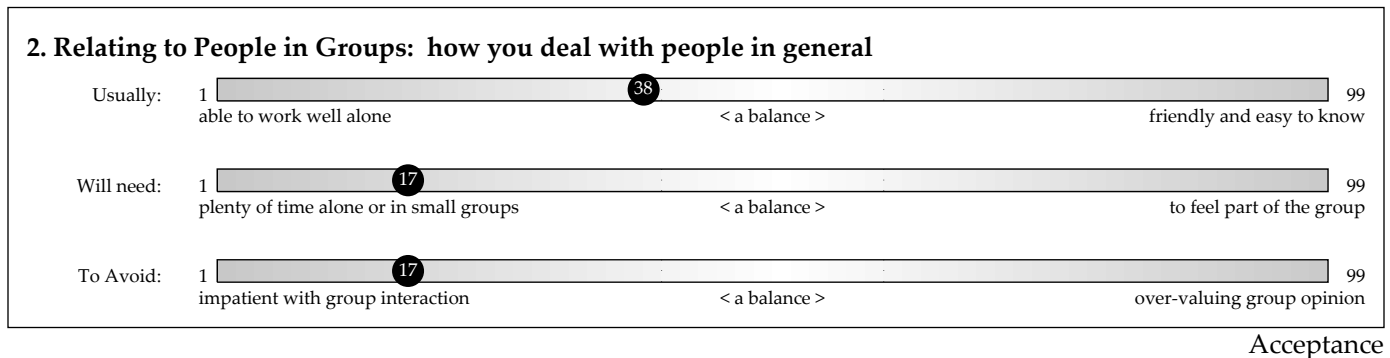
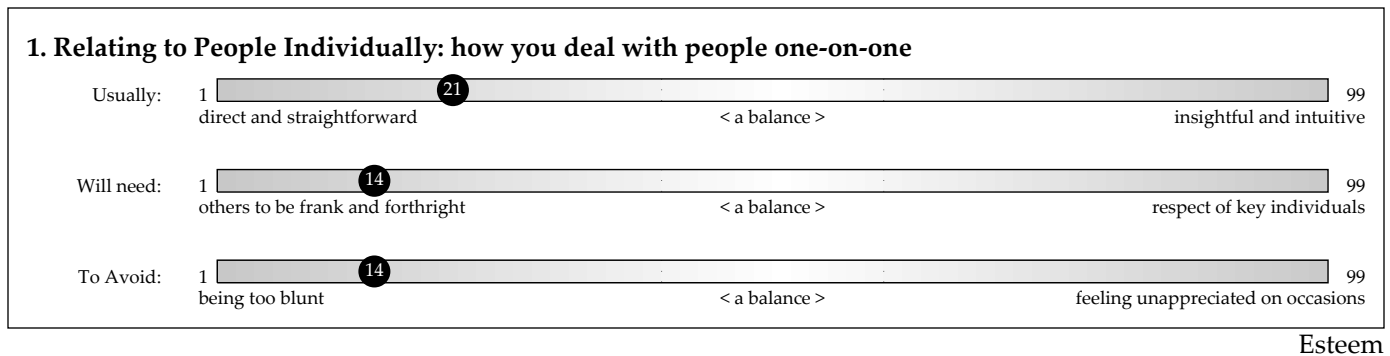
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For each area, there are three bars, showing your usual style, your motivational needs, and the stress behavior which may result if the need is consistently unmet. Your scores appear in the circles on each bar.

For any bar, the closer your score is to 99, the more the description on the right is likely to apply; the closer your score is to 1, the more the description on the left is likely to apply.



# Needs Graph

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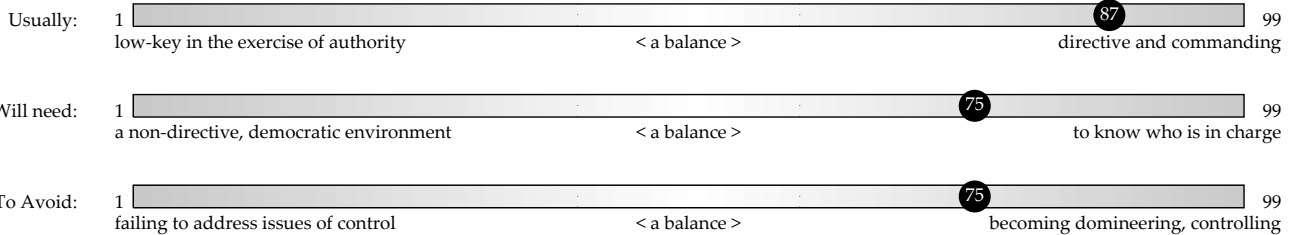
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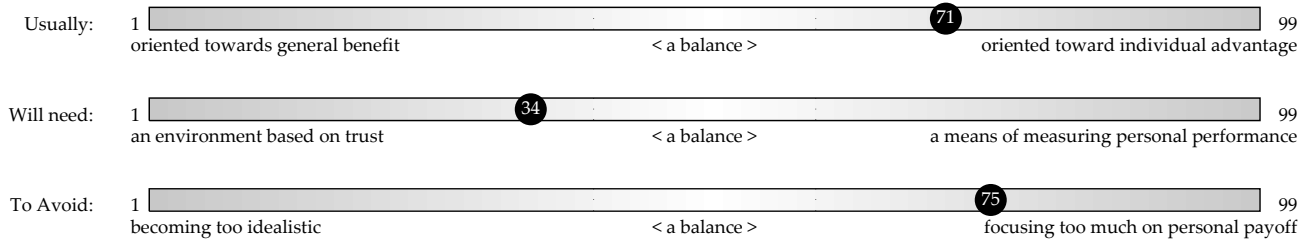
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## 4. Direction and Control: how you deal with authority



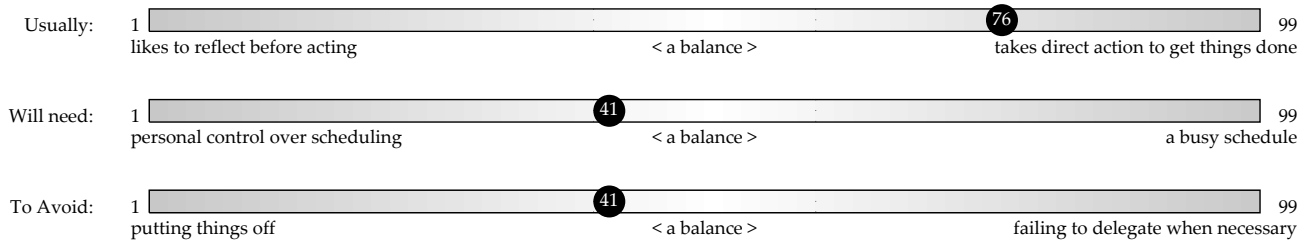
Authority

## 5. Teamwork and Individual Competitiveness: your approach to incentive



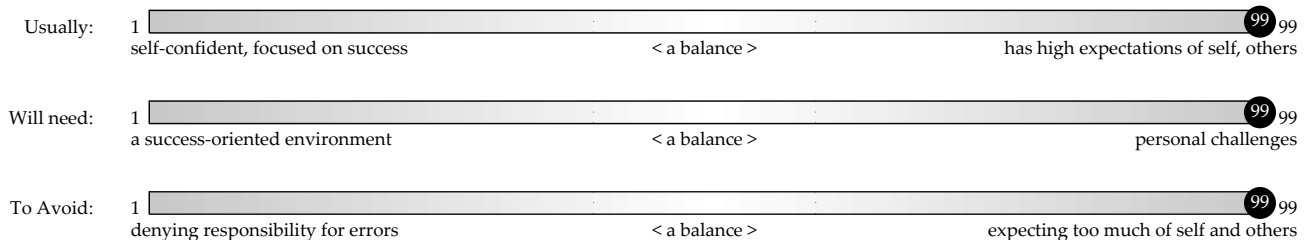
Advantage

## 6. Preferred Pace for Action: how you direct your energies



Activity

## 7. Demands of Work: your success/challenge orientation



Challenge

# Needs Graph

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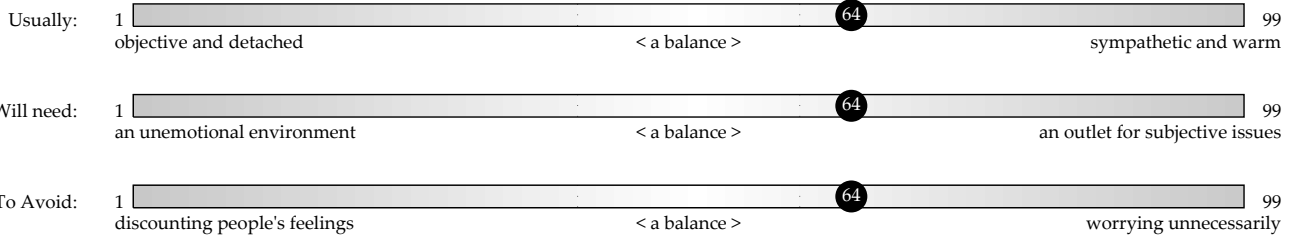
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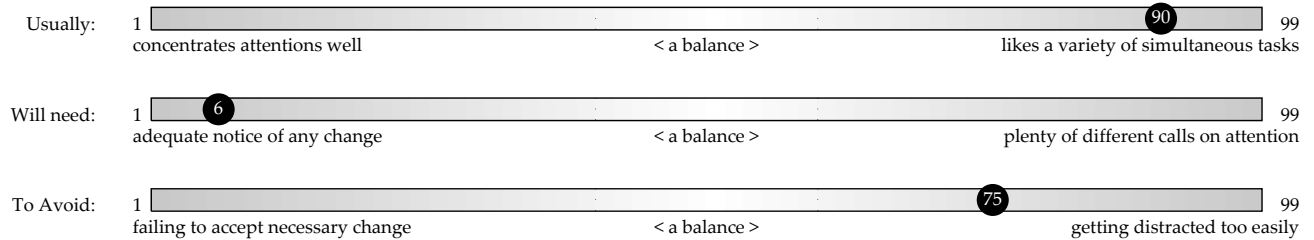
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## 8. Involvement of Feeling: your subjectivity and objectivity



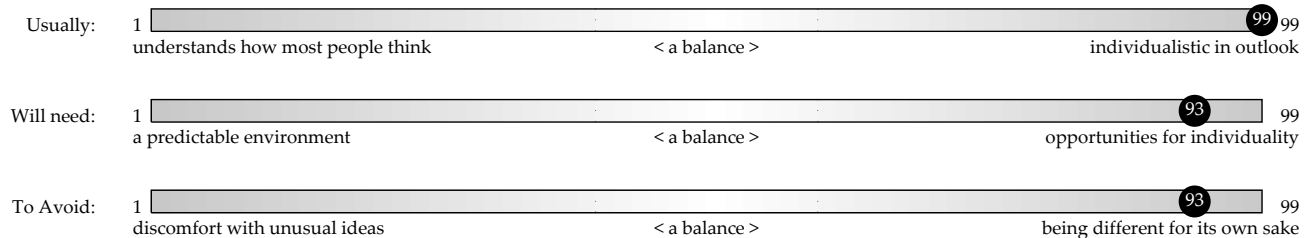
Empathy

## 9. Dealing with Change: how you handle variety



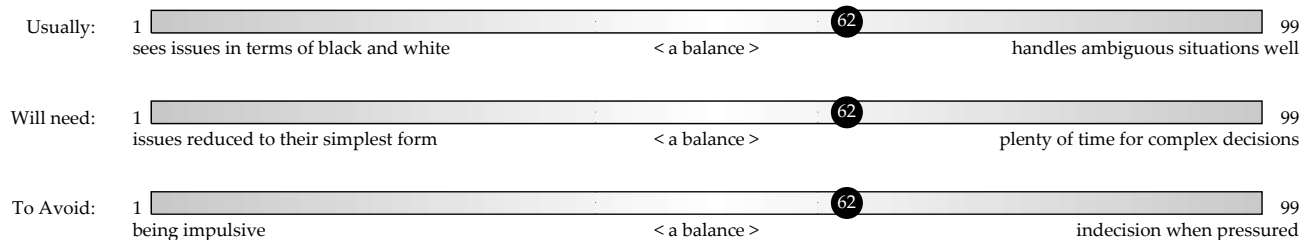
Change

## 10. Personal Independence: how characteristic you are in outlook



Freedom

## 11. Action or Reflection: how you handle issues in decision-making



Thought



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### STRENGTHS AND NEEDS PAGES

The enclosed "Strengths and Needs" pages consist of twelve pages of individualized description and interpretation of the basic needs. The actual scores for the components are not reported on these pages.

For those of you who are steeped in numbers, let us assure you that there are several advantages to this approach. First, it eliminates the concern for the relative "goodness" or "poorness" of a given score. Secondly, while each page can stand totally by itself in terms of its message, the complete information is now easy to understand and comprehend, making it entirely possible to give each person constructive, usable feedback.

The format of the pages is this: there is a beginning paragraph outlining these strengths (Usual Behavior) associated with the particular style. These statements are very positive, and indicate your natural, effective behavior. Then, there is a paragraph describing your Basic Needs. These statements are non-judgmental but help you understand that being maximally productive is dependent on having certain basic needs met. Finally, there is a paragraph outlining POTENTIAL behavior in the event that the need is not met. There is nothing absolute about this Stress Behavior description, but it can easily be used in developing an "early warning system" in identifying and coping with stress.

Organizationally, these pages can help you accomplish many things. As feedback, they are helpful. They provide a foundation to teambuilding sessions and other relational programs. For supervisors and managers, the information is invaluable when dealing with individual problems and conflict resolution. They could easily be integrated into any stress management program, or actually provide the basis for such a program. Coupled with the predictive material, they could become a narrative profile of the individual.

## Strengths and Needs

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### PERSONAL STRENGTHS AND NEEDS

#### **Your Report**

*This Personal Strengths & Needs report describes your behaviors and motivations. No attempt has been made to measure your talents or abilities.*

**The pages that follow describe information from your Usual, Needs and Stress scores.**

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### PERSONAL STRENGTHS AND NEEDS

#### **ESTEEM:** *ONE-ON-ONE RELATIONSHIPS*

Your natural tendency is to be direct and straightforward in your personal relationships. Objectivity and frankness are among the considerable assets resulting from your ability to minimize self-conscious feelings.

#### Strengths:

unevasive  
matter-of-fact  
frank and open

**NEED:** In the same way, you are most comfortable when others are frank and direct toward you. When being praised, you need to feel that the compliment is genuine and free of sentiment.

**CAUSES OF STRESS:** In the presence of shyness or evasiveness you are likely to feel uncomfortable. You do not respond well to subtlety from others, making it sometimes difficult for you to recognize their personal needs and feelings.

#### Possible stress reactions:

reduced concern for others  
detachment  
tactless statements

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### PERSONAL STRENGTHS AND NEEDS

#### **ACCEPTANCE:** *SOCIAL RELATIONSHIPS*

Among your considerable assets is your ability to think and reason independently of group pressure while at the same time recognizing the importance of group dynamics. As appropriate, you are able to be either independent or involved.

#### Strengths:

balances group and private activities  
able to be alone  
able to be with others

**NEED:** In order for you to be really comfortable in group settings, it is important that you have plenty of time to yourself, with relief from constant social pressure. It is easiest for you to participate in groups when you identify strongly with their cause.

**CAUSES OF STRESS:** Without this identity of cause, or when the pressure to participate in group efforts becomes prolonged or intense, you are likely to feel impatient, perhaps even that time spent with the group is wasted.

#### Possible stress reactions:

withdrawal  
impatience  
tendency to ignore groups

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### PERSONAL STRENGTHS AND NEEDS

#### **STRUCTURE: ORGANIZING**

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

**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.

#### Possible stress reactions:

de-emphasis on system  
over-controlling

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### PERSONAL STRENGTHS AND NEEDS

#### **AUTHORITY: *AUTHORITY RELATIONSHIPS***

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

**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.

#### Possible stress reactions:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

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### PERSONAL STRENGTHS AND NEEDS

#### **ADVANTAGE: *IDEALISM AND REALISM***

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

**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.

#### Possible stress reactions:

being self-promotional  
becoming distrusting  
underestimating others



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### PERSONAL STRENGTHS AND NEEDS

#### **ACTIVITY:** *REFLECTION AND ACTION*

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.

#### Strengths:

enthusiastic  
energetic  
forceful

**NEED:** 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.

**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.

#### Possible stress reactions:

edginess  
feeling fatigued

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### PERSONAL STRENGTHS AND NEEDS

#### **CHALLENGE:** *YOUR VIEW OF YOURSELF*

More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

#### Strengths:

driven  
strong-willed  
high expectations

**NEED:** You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

**CAUSES OF STRESS:** You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.

#### Possible stress reactions:

becoming too self-critical  
strong emotional tension  
feelings of inadequacy

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### PERSONAL STRENGTHS AND NEEDS

#### **EMPATHY:** *DEALING WITH EMOTIONS*

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

**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.

#### Possible stress reactions:

dejection  
becoming too impersonal  
loss of optimism

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### PERSONAL STRENGTHS AND NEEDS

#### **CHANGE: *DEALING WITH CHANGE***

Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

#### Strengths:

takes changes in stride  
responsive and attentive  
adaptive

**NEED:** However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

**CAUSES OF STRESS:** Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.

#### Possible stress reactions:

difficulty controlling restlessness  
concentration problems  
resisting abrupt change

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### PERSONAL STRENGTHS AND NEEDS

#### **FREEDOM: *INDEPENDENCE***

You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

#### Strengths:

inner sense of freedom  
individualistic  
spontaneous

**NEED:** The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

**CAUSES OF STRESS:** Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.

#### Possible stress reactions:

unpredictable behavior  
over-emphasis on independence  
too ready to blaze trails

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### PERSONAL STRENGTHS AND NEEDS

#### **THOUGHT: *MAKING DECISIONS***

With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

#### Strengths:

thoughtfully decisive  
considers future and immediate consequences

**NEED:** The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

**CAUSES OF STRESS:** On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.

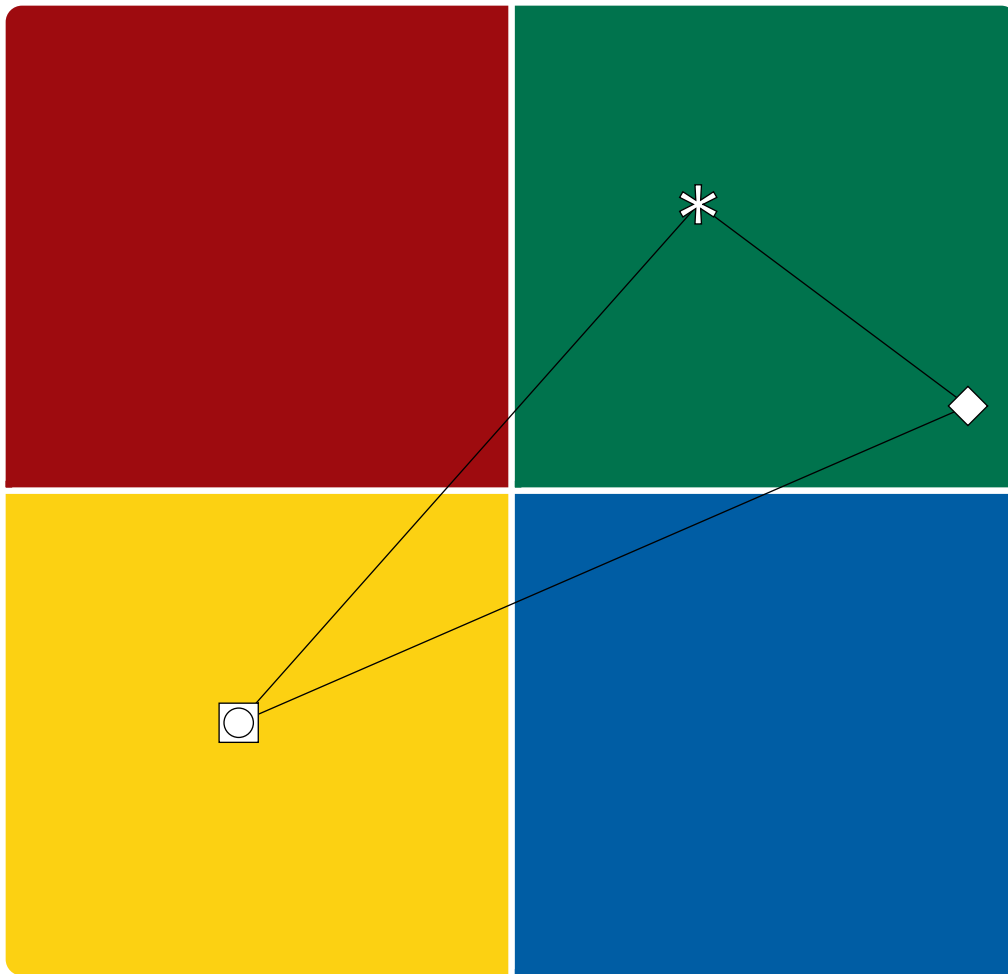
#### Possible stress reactions:

delaying actions  
becoming too cautious

# SAMPLE REPORT

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This is your **Life Style Grid Report**. It tells you the kinds of activities you're **interested** in, your **usual** style, your **needs**, and what is likely to happen to you under **stress**. In addition, it shows how you compare with other people in these areas. Use this information to help you **reach your personal and work goals, increase your productivity and build greater team effectiveness**.

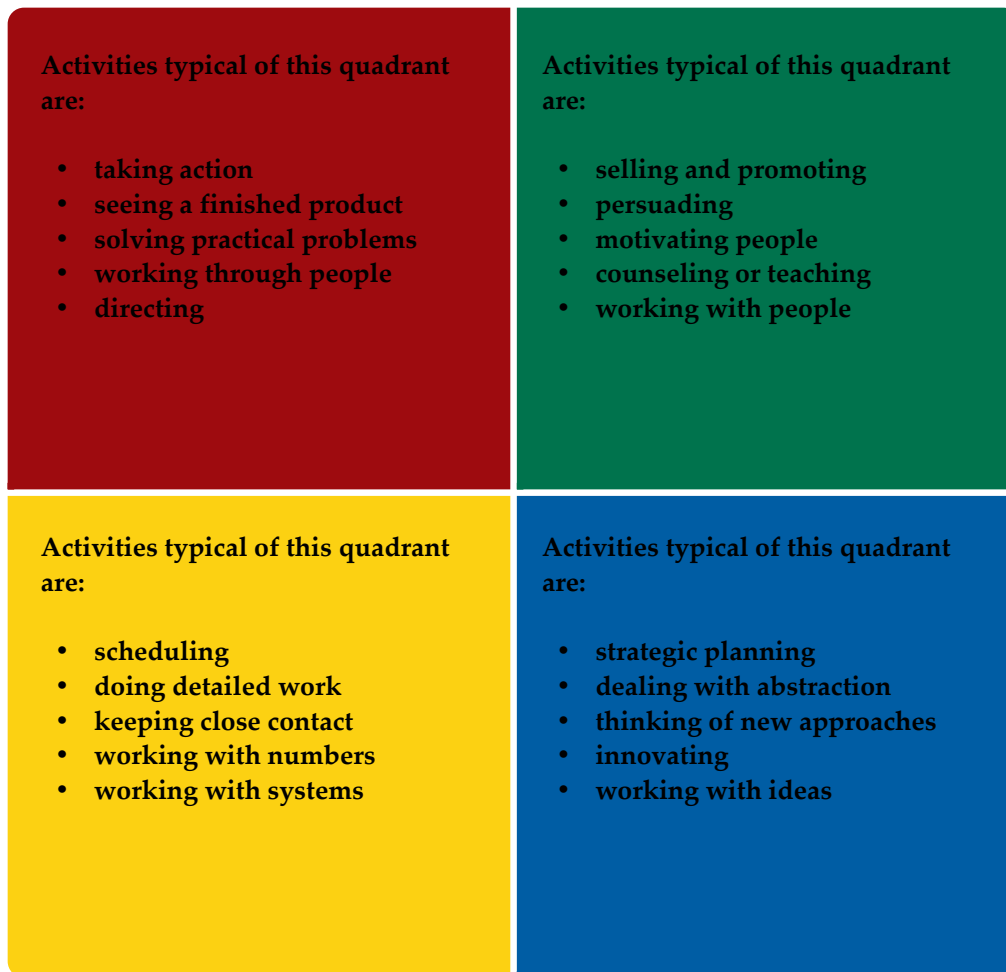


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**Page 1: Interests**

The Asterisk is used to describe the activities people prefer. Activities towards the top of the Grid emphasize direct involvement (with a task or with people). Activities towards the left of the Grid emphasize the task rather than the people who do the task.



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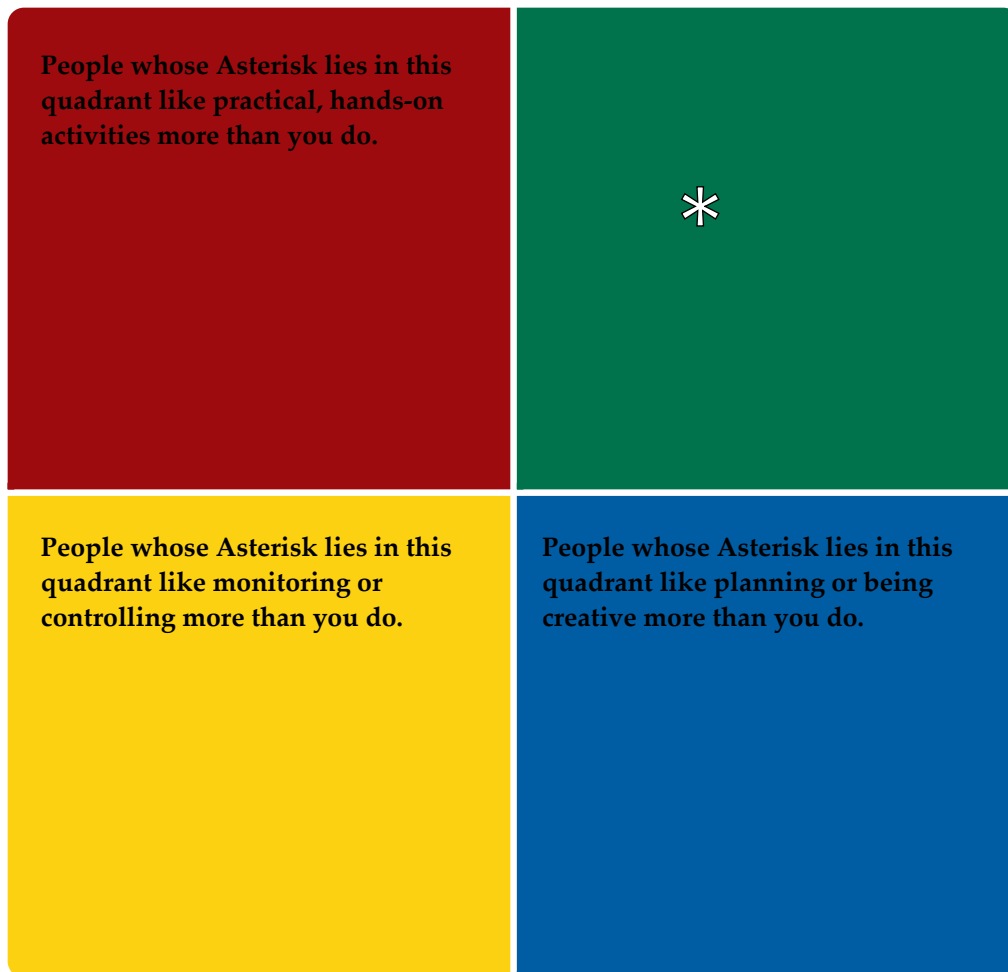
Activities towards the bottom of the Grid emphasize indirect involvement (with a task or with people). Activities towards the right of the Grid emphasize people rather than the tasks that people do.

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### Page 2: Your Interests

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.



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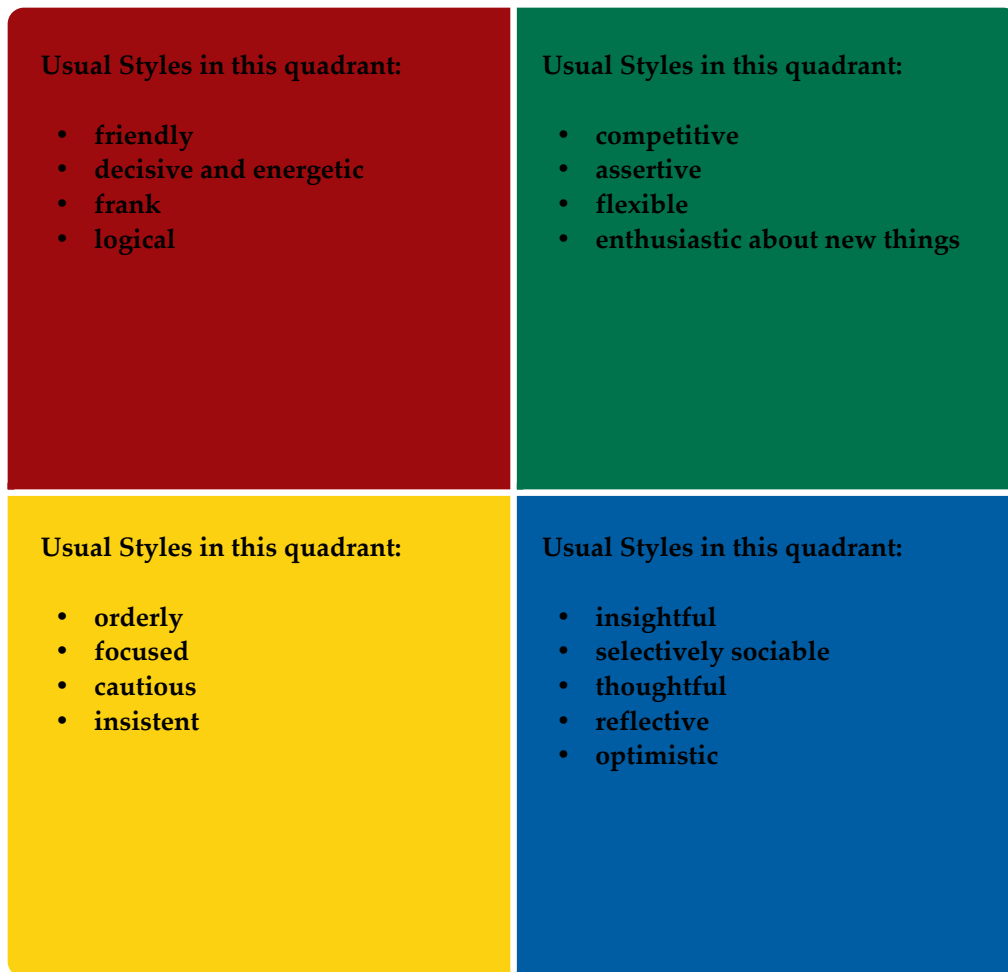
**Your GREEN Asterisk shows that you like to:**  
sell or promote  
direct people  
motivate people  
build agreement between people  
persuade, counsel or teach

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**Page 3: Usual Styles**

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



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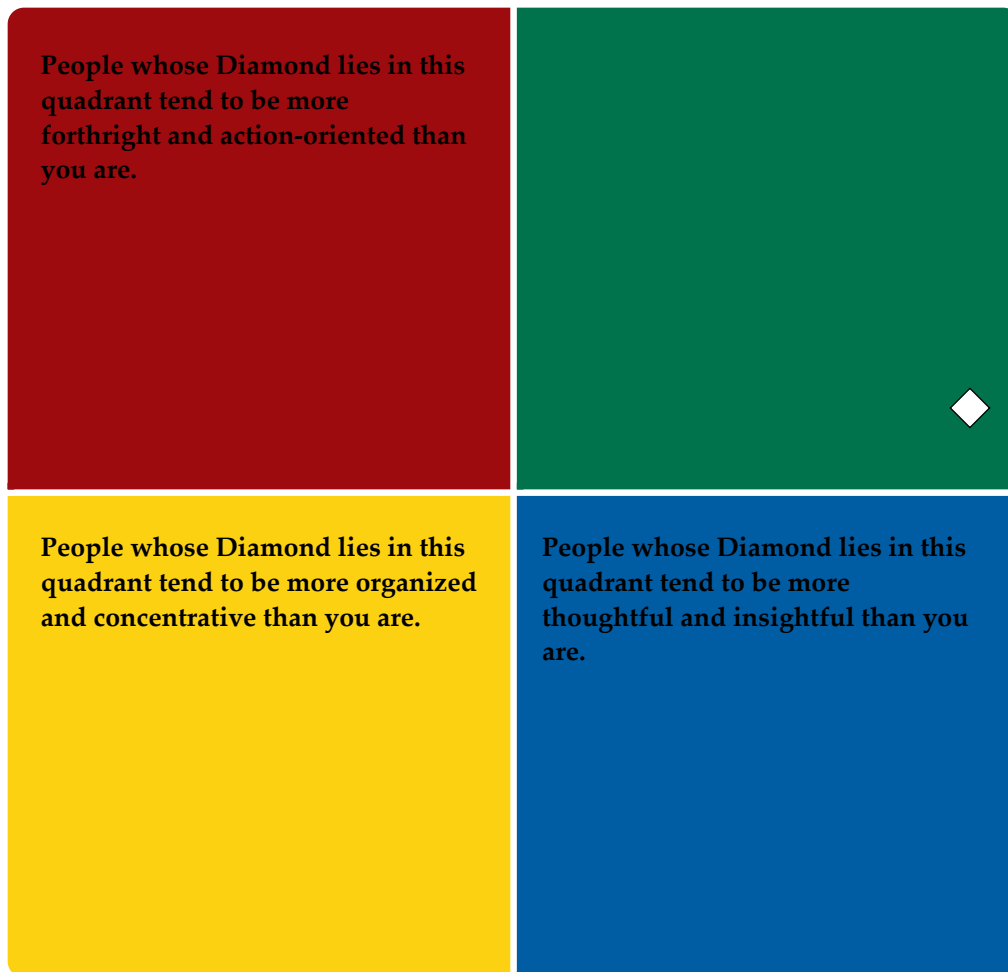
Diamonds towards the bottom of the Grid describe lower-key styles. Diamonds towards the right of the Grid describe more subjective styles.

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**Page 4: Your Usual 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 working effectively, you are generally persuasive and insightful.



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**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 support or motivation you need to show your Usual Style. People with the Circle towards the top of the Grid respond best to those who are forceful and outgoing. People with the Circle towards the left of the Grid need others to be detached and objective.

<p><b>People with the Circle in this quadrant need others to:</b></p> <ul style="list-style-type: none"> <li>• encourage group interaction</li> <li>• offer clear-cut situations</li> <li>• give plenty to do</li> <li>• be direct and logical</li> </ul>	<p><b>People with the Circle in this quadrant need others to:</b></p> <ul style="list-style-type: none"> <li>• encourage competition</li> <li>• be assertive</li> <li>• allow flexibility</li> <li>• introduce novelty and variety</li> </ul>
<p><b>People with the Circle in this quadrant need others to:</b></p> <ul style="list-style-type: none"> <li>• encourage an organized approach</li> <li>• permit concentration on tasks</li> <li>• offer an environment of trust</li> <li>• be consistent</li> </ul>	<p><b>People with the Circle in this quadrant need others to:</b></p> <ul style="list-style-type: none"> <li>• offer individual support</li> <li>• encourage expression of feelings</li> <li>• allow time for reflection</li> <li>• give time for difficult decisions</li> </ul>

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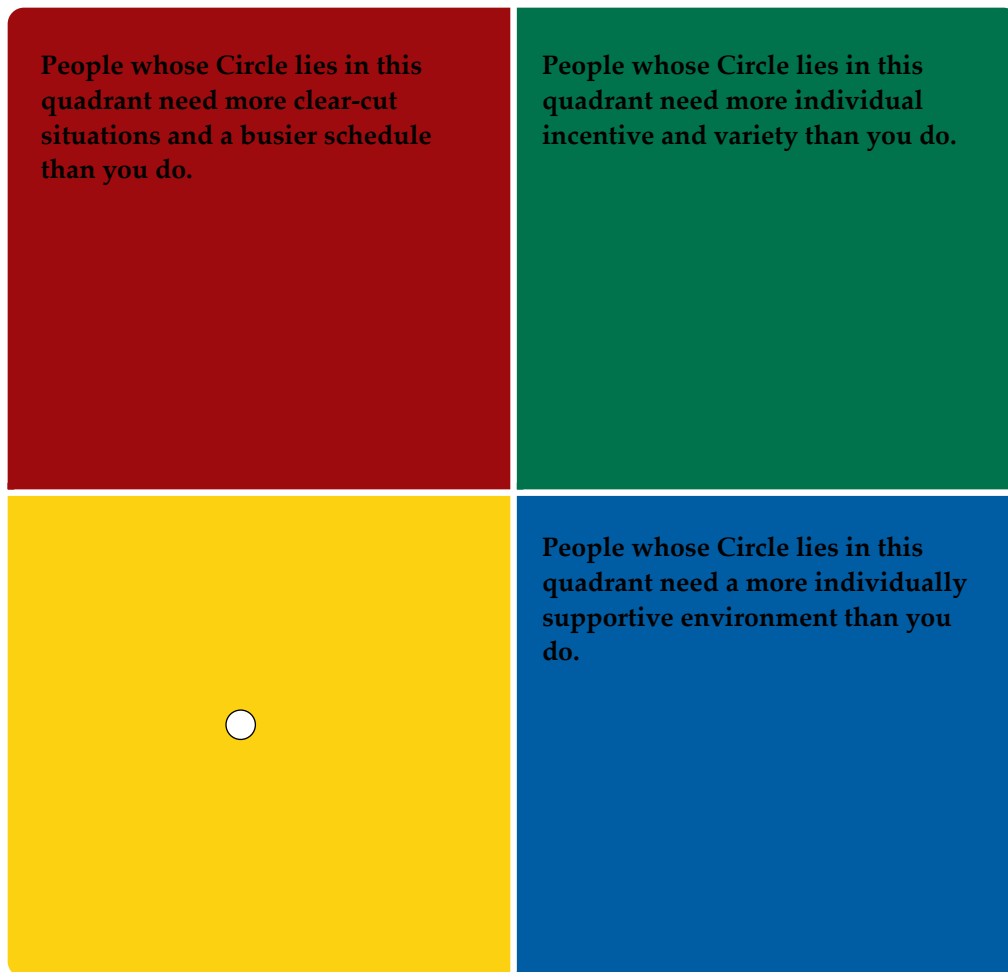
People with the Circle towards the bottom of the Grid need others to be low-key in approach. People with the Circle towards the right of the Grid respond well to an environment which encourages a subjective approach.

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**Page 6: Your Needs**

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



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**Your YELLOW Circle shows that you are most comfortable when people around you:**  
tell you the rules  
don't interrupt you unnecessarily  
are democratic rather than assertive  
encourage trust and fairness  
invite your input

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**Page 7: Stress Behavior**

The Square describes your Stress Behavior -- your behavior when your needs are not met. People with the Square towards the top of the Grid may become too forceful and outspoken under stress. People with the Square towards the left of the Grid may become detached and analytical under stress.

<p><b>Under stress, people with the Square in this quadrant:</b></p> <ul style="list-style-type: none"> <li>• find it hard to give individual support</li> <li>• become impatient</li> <li>• are "busy" for the sake of it</li> <li>• dismiss others' feelings</li> </ul>	<p><b>Under stress, people with the Square in this quadrant:</b></p> <ul style="list-style-type: none"> <li>• are easily distracted</li> <li>• distrust others</li> <li>• become domineering</li> <li>• fail to follow the plan</li> </ul>
<p><b>Under stress, people with the Square in this quadrant:</b></p> <ul style="list-style-type: none"> <li>• become over-insistent on rules</li> <li>• resist necessary change</li> <li>• are reluctant to confront others</li> <li>• may be taken in</li> </ul>	<p><b>Under stress, people with the Square in this quadrant:</b></p> <ul style="list-style-type: none"> <li>• ignore social convention</li> <li>• become indecisive</li> <li>• find it hard to act</li> <li>• see the worst possibilities</li> </ul>

TM

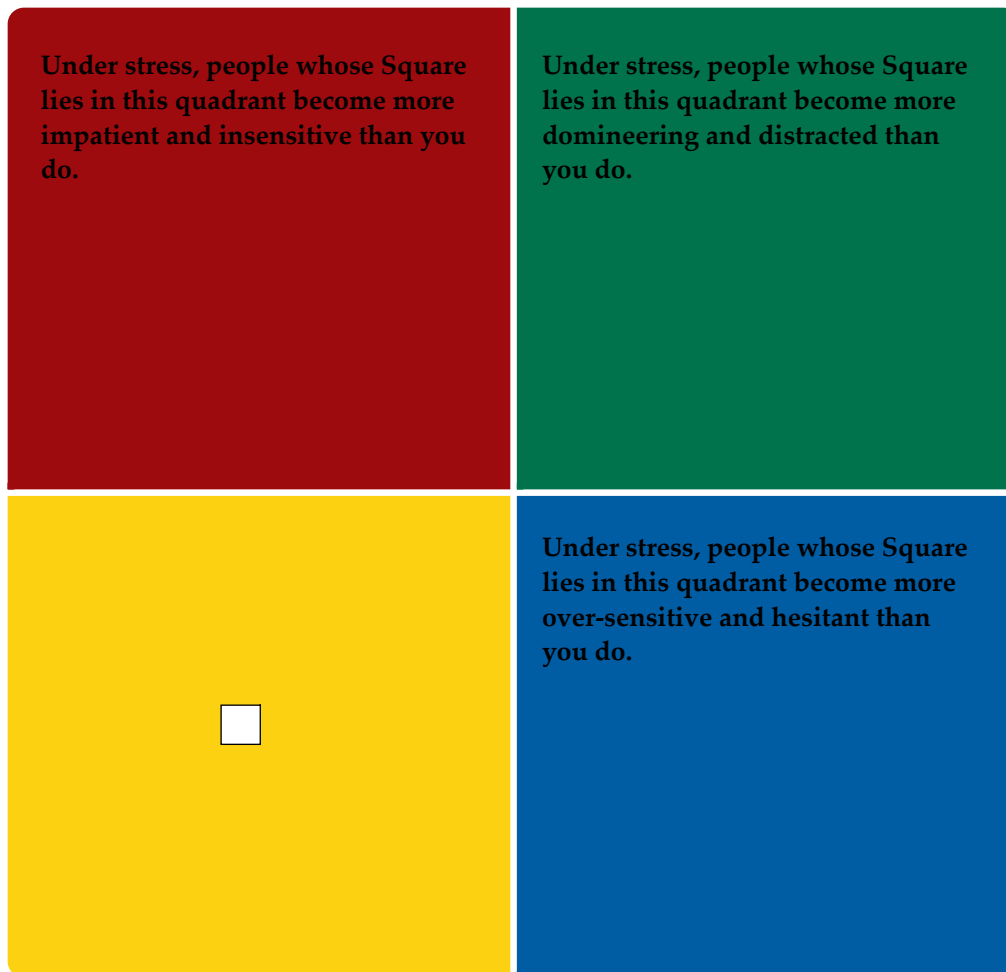
People with the Square towards the bottom of the Grid may become withdrawn under stress. People with the Square towards the right of the Grid may become subjective under stress.

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### Page 8: Your Stress Behavior

Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, 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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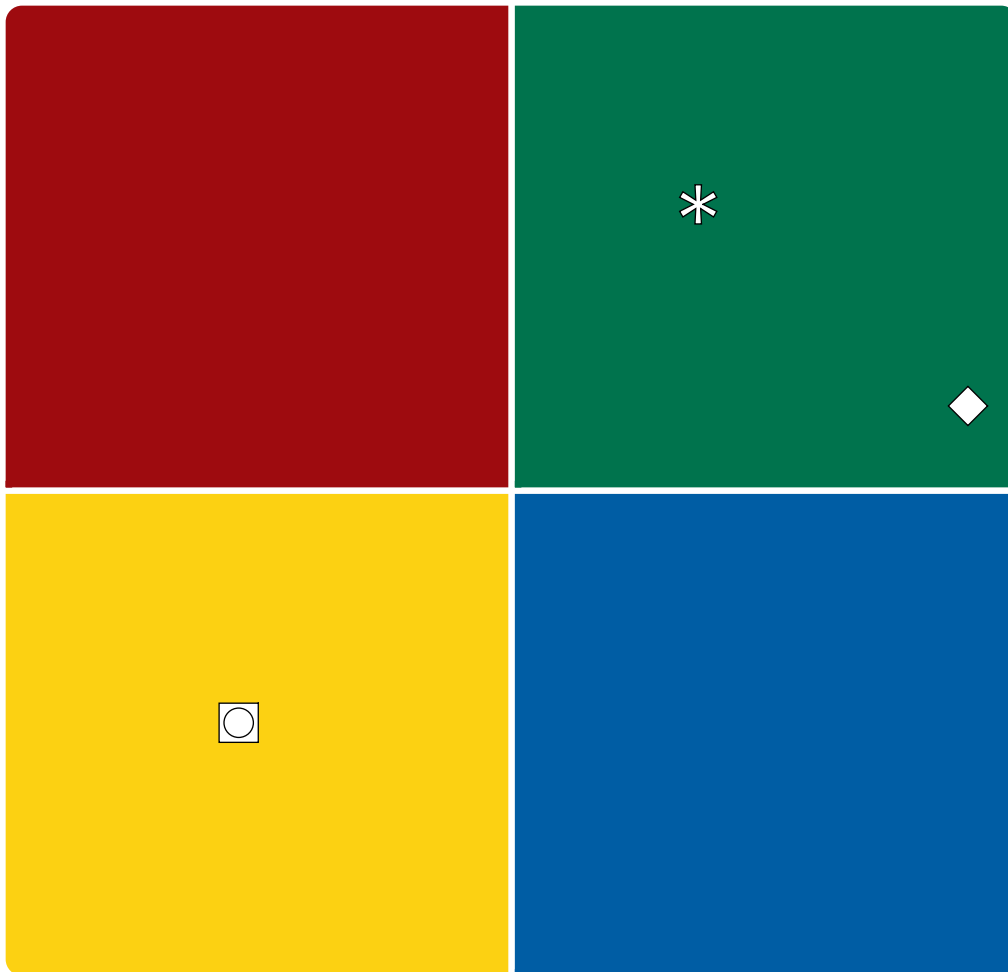
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### Page 9: Your Life Style Grid

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):** You enjoy very people-centered activities which involve presenting ideas and influencing the thinking of others.
- ◊ **(Green):** When you are working effectively, you tend to be persuasive and insightful.
- **(Yellow):** To be most effective, you generally respond best to people who are orderly and consistent. Under stress, you may become resistive to change and inflexible.

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# CAREER MANAGEMENT REPORT

The Career Management Report helps to better match your career choices with your personality, the kind of things that motivate you, and your interests.

The Career Management Report is organized into three sections, as follows:

- **Organizational Focus**, which will help you determine the work environment that suits you best.
- **Job Families/Job Titles** that offer you the greatest potential for success.
- **Career Summary**, a list of strengths that you bring to the work that you do.

## Organizational Focus

The Organizational Focus tells you the general work environment in which you're going to feel most motivated and most comfortable. We generate this information by determining how similar you are to other people who work in these work environments.

## Job Families/Job Titles

The Job Families/Job Titles tell you how closely you match employees in 22 job families (and in a large number of individual jobs). Most of the Job Titles that you match will have a direct link to the U.S. Department of Labor's online Occupational Outlook Handbook so you can find out more information about pay, conditions, and job prospects. *International users may wish to choose the Job Families Only option, since the U.S. data may not be useful to them.*

## Career Summary

The Career Summary is an overview of the strengths you will probably bring to the work you do. These strengths are extracted from the Organizational Focus and Job Families/Job Titles sections.

Your career decisions should be based on many factors, including your experience, your education, and your preferences. We believe that the Career Management Report will provide useful information in many of these areas.

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## ORGANIZATIONAL FOCUS - INDIVIDUAL


The Organizational Focus shows you the best working environment for you. It's generated by determining how similar you are to people who work in four different work environments.

### ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC

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

### Description of Organizational Focus (by color):

#### Red - Operations/Technology



- A work environment that emphasizes a practical, hands-on approach, usually with a tactical focus.
- A product-focused culture with strong emphasis on implementation.

#### Green - Sales/Marketing



- A work environment that emphasizes selling, promoting, directing, and motivating others.
- A communications-based culture designed to influence others.

#### Yellow - Admin/Fiscal



- A work environment that emphasizes standards, tracking, and quality assurance.
- A culture based on efficient procedures and policies.

#### Blue - Design/Strategy



- A work environment that emphasizes planning, innovating, and creating.
- A culture of ideas, usually with a strong strategic focus.

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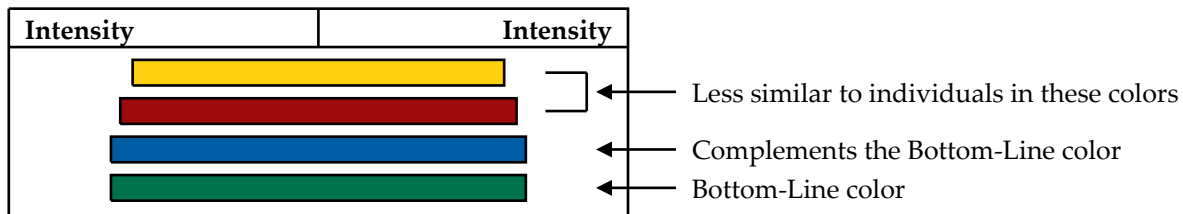
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Rather than represent you in terms of your strongest Organizational Focus, we use all four. The color bars that describe your Focus may be of varying lengths: all long, all short, or a mixture.

The bottom color of the four is always the longest. The longer the bar, the more you are likely to identify with the work environment represented by that color.



The second longest bar is your supporting color. It's less significant for you than your bottom-line color, but it will give you additional information about the work environment that fits you best.

The two remaining bars represent work environments which are likely to be less attractive for you, and where you are less likely to "fit".

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## JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar      Most Similar ▶	The Job Titles you most closely matched within each Job Family
---	-------------------------------------	--

### Construction & Extraction

Performing hands-on work functions related to the building of structures or the removal of materials from natural settings for use in construction or other applications. Duties may include bricklaying, carpentry, masonry, roofing, plumbing, inspecting integrity of structures according to building codes, mining, drilling, and disposal of construction by-products, using specialized tools and equipment.

- Electricians
- Carpenters
- Supervisors Of Construction & Extraction Workers

### Management

Planning, directing, and coordinating high-level activities within an organization. Duties may include managing personnel, creating budgets, developing and implementing strategies, creating organizational policies, and supervising company operations. These managerial functions are similar in nature across various industries and fields (e.g. engineering, sales, human resources, medical).

- General & Operations Managers
- Public Relations & Communication Managers
- Property Managers
- Food Service Managers
- Medical & Health Services Managers

### Community & Social Services

Counseling, rehabilitating, and/or supporting social and psychological matters of individuals, groups, or communities. Duties may include helping individuals maximize their mental and emotional well-being, cope with addictions, and lead healthy lifestyles, as well as providing spiritual, moral, or vocational guidance.

- Social & Human Service Assistants
- Counselors & Therapists
- Directors (Religious Activities & Education)

### Installation, Maintenance, & Repair

Performing hands-on work functions related to the installation, maintenance, and repair of various machinery, systems, vehicles, and other serviceable equipment. Duties may include diagnosing, adjusting, servicing, and overhauling engines, telecommunications and/or security systems, heating, vacuuming, and air-conditioning units, and electronics.

- Transportation Mechanics & Technicians
- Supervisors Of Mechanics, Installers, & Repairers

### Production

Producing, creating, and/or manufacturing a variety of products (e.g., food, lumber, electrical equipment, fabrics, metals, plastics, stones, fuel) through the operating of specialized tools and/or equipment. Duties may include baking pastries, binding books, cutting, shaping, and assembling furniture, assembling electronics, shaping molten glass, fabricating jewelry, welding metal components, among other specific production tasks.

- Power, Gas, Chemical, & Waste Plant/System Operators
- Industrial Production Managers
- Supervisors Of Production & Operating Workers

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## JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar      Most Similar ▶	The Job Titles you most closely matched within each Job Family
<p><b>Engineering &amp; Architecture</b></p>  <p>Applying principles and technology of chemistry, physics, and other scientific disciplines into the planning, designing, and overseeing of physical systems and processes. Duties may include creating, testing, developing, and maintaining tools, machines, electrical equipment, buildings/structures, or other physical entities.</p>		<p>Engineering Managers                      Petroleum Engineers                      Computer Hardware Engineers                      Mechanical Engineering Technicians                      Electrical Engineers</p>
<p><b>Healthcare Practitioner &amp; Technician</b></p>  <p>Providing medical care and treatment in an effort to achieve optimal mental and physical patient well-being. Duties may include assessing patient health, diagnosing illnesses, performing surgery, prescribing medication, implementing prevention strategies, conducting/reviewing laboratory diagnostics, and supervising medical support staff. Most of these occupations require a graduate education.</p>		<p>Medical &amp; Health Services Managers                      Physicians                      Medical Technologists &amp; Technicians</p>
<p><b>Sales &amp; Related</b></p>  <p>Selling goods or services to a wide range of customers across various industries. Duties may include selling retail, appliances, furniture, auto parts, medical services, insurance, real estate, financial or consulting services, securities and commodities, as well as other products/services.</p>		<p>Supervisors Of Retail Sales Workers                      Marketing Managers                      Supervisors Of Non-Retail Sales Workers</p>
<p><b>Arts, Design, Sports, Media, &amp; Entertainment</b></p>  <p>Creating and/or expressing ideas or demonstrating talents through various media for entertainment, informational, or instructional purposes. Duties may include acting, dancing, singing, designing graphics, operating media equipment, translating text, writing literature, producing/directing movies or plays, public speaking, radio announcing, competing in sporting events, news reporting, among other specific functions within the media.</p>		<p>Public Relations &amp; Communication Managers                      Public Relations Specialists                      Graphic Designers</p>
<p><b>Legal</b></p>  <p>Researching, litigating, and documenting matters relating to the law, specializing in litigation, arbitration, transcription, investigation, or negotiation of legal issues. Duties may include representing clients in legal proceedings, examining legal statutes, documenting agreements, drafting contracts, investigating cases, and transcribing hearings.</p>		<p>Paralegals &amp; Legal Assistants                      Litigation Lawyers (Win-Lose Outcomes)                      Corporate Lawyers (Consensual Outcomes)</p>

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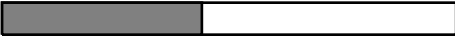
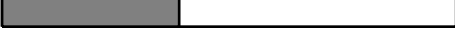
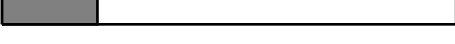
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## JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar      Most Similar ▶	The Job Titles you most closely matched within each Job Family
<p><b>Business &amp; Finance</b></p>  <p>Analyzing and evaluating business/financial information for the purposes of documenting, making recommendations and/or ensuring adherence to business protocol. Duties may include preparing financial reports, developing investment strategies, analyzing general business trends, or assessing risk/liability, to streamline the operations of an organization.</p>		<p>General &amp; Operations Managers Employment, Recruitment, &amp; Placement Specialists Training &amp; Development Managers Human Resources Managers Tax Preparers</p>
<p><b>Education, Training, &amp; Library</b></p>  <p>Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may include instructing children, adolescents, adults, individuals with special needs, or other specific samples within a formal or informal setting, creating instructional materials and educational content, and providing necessary learning resources.</p>		<p>Education Administrators (Postsecondary) Secondary School Teachers (Except Special Education) Education Administrators (Elementary &amp; Secondary)</p>
<p><b>Office &amp; Administrative Support</b></p>  <p>Providing clerical support within an organization. Duties may include preparing statements, tracking accounts, record keeping, bill collecting, making phone calls, scheduling appointments, entering data, providing customer service, ordering and tracking inventory, handling monetary transactions, among other administrative support tasks.</p>		<p>Property Managers Supervisors Of Office &amp; Administrative Support Workers Customer Service Representatives</p>
<p><b>Protective Service</b></p>  <p>Serving and protecting the best interests of the community, environment, and/or individuals, adhering to federal, state, and local laws. Duties may include investigating criminal cases, regulating traffic and crowds, fire fighting, ticketing/arresting perpetrators, inspecting baggage or cargo, responding to emergency situations, patrolling designated areas, guarding establishments, and providing other security measures.</p>		<p>Security, Police, &amp; Fire Fighting Enforcement Managers Supervisors Of Police, Fire Fighting, &amp; Correctional Officers Police &amp; Sheriff Patrol Officers</p>
<p><b>Food Preparation &amp; Serving-Related</b></p>  <p>Preparing and cooking foods and/or serving patrons in dining establishments or other settings. Duties may include checking food quality, mixing drinks/ingredients, cleaning dishware, taking orders, planning menus, and other food/serving-related functions.</p>		<p>Food Service Managers Supervisors Of Food Preparation &amp; Serving Workers Chefs &amp; Head Cooks</p>



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## JOB FAMILIES / JOB TITLES

Similarity to others in this Job Family	◀ Least Similar      Most Similar ▶	The Job Titles you most closely matched within each Job Family
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### Computer & Mathematical Science

Designing, developing, and maintaining databases, software, hardware, networks, and other information/logic systems. Duties may include collecting/organizing data, computer programming, providing technical support, web design, and configuring communication systems, among other data-driven functions.

Computer & Information Systems Managers  
 Data Warehousing & Mining Analysts  
 Operations Research Analysts & Statisticians

### Life, Physical, & Social Science

Applying scientific knowledge and expertise to specific life, physical, or social science domains. Duties may include researching, collecting/analyzing qualitative and quantitative data, conducting experimental studies, devising methods to apply laws and theories to industry and other fields (e.g., mental health, agriculture, chemistry, meteorology, plant and animal life, human behavior and culture).

Biological & Agricultural Technicians  
 Natural Sciences Managers  
 Microbiologists

### Transportation & Material Moving

Piloting, driving, operating, or navigating transport vehicles or material moving machinery (e.g., aircraft, automobiles, water vessels, construction cranes, locomotives, tractors). Duties include flying commercial airplanes, directing air traffic, driving public or school buses, taxis, trucks, ambulances, commanding motor-driven boats, inspecting freight and cargo, conducting trains, operating forklifts, among other transportation and material moving tasks.

Supervisors Of Vehicle Operators  
 Pilots  
 Supervisors Of Freight, Stock, & Material Handlers

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# CAREER SUMMARY

## Your Organizational Focus Characteristics

### **Yellow - Administrating**

- \* general procedural standards following carefully defined office systems and procedures
- \* functions that provide direct measurables to work output and performance
- \* predictable and stable work setting that follows consistent approach to work objectives

### **Red - Expediting**

- \* tangible results are obtained and operational procedures are emphasized
- \* direct instruction and management to clearly understand work goals and expectations
- \* urgency and action are stressed in the scope of projects

### **Blue - Planning**

- \* emphasis on strategy and the creation of production concepts
- \* consideration for people and individual development
- \* functions that include brainstorming and development

### **Green - Communicating**

- \* various functions that allow for interaction with stakeholders
- \* high levels of energy and enthusiasm are encouraged
- \* opportunities to work as a part of larger team driven initiatives

## Your Top Job Strengths based on Job Families/Job Titles

### **Construction & Extraction**

[Electricians](#), [Carpenters](#), [Supervisors Of Construction & Extraction Workers](#),

### **Management**

[General & Operations Managers](#), [Public Relations & Communication Managers](#), [Property Managers](#),  
[Food Service Managers](#), [Medical & Health Services Managers](#)

### **Community & Social Services**

[Social & Human Service Assistants](#), [Counselors & Therapists](#), [Directors \(Religious Activities & Education\)](#),

### **Installation, Maintenance, & Repair**

[Transportation Mechanics & Technicians](#), [Supervisors Of Mechanics, Installers, & Repairers](#)

### **Production**

[Power, Gas, Chemical, & Waste Plant/System Operators](#), [Industrial Production Managers](#),  
[Supervisors Of Production & Operating Workers](#)

# SAMPLE REPORT

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## 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**

# SAMPLE REPORT

# Preferred Work Styles

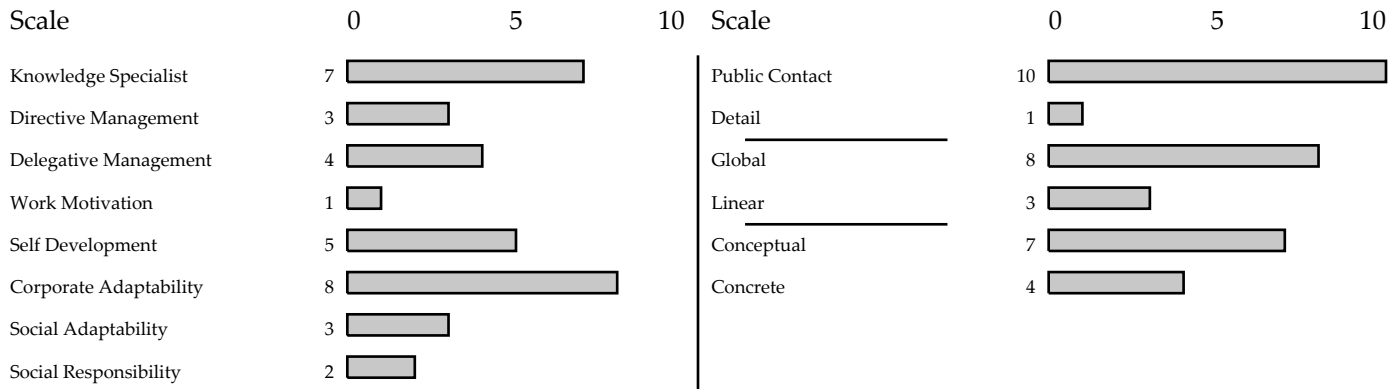
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## The following are descriptions of typical behaviors of High Scores (7-10).

**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.