

A CUSTOM

BIRKMAN

REPORT SET

THIS REPORT WAS PREPARED FOR:
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BIRKMAN MAP



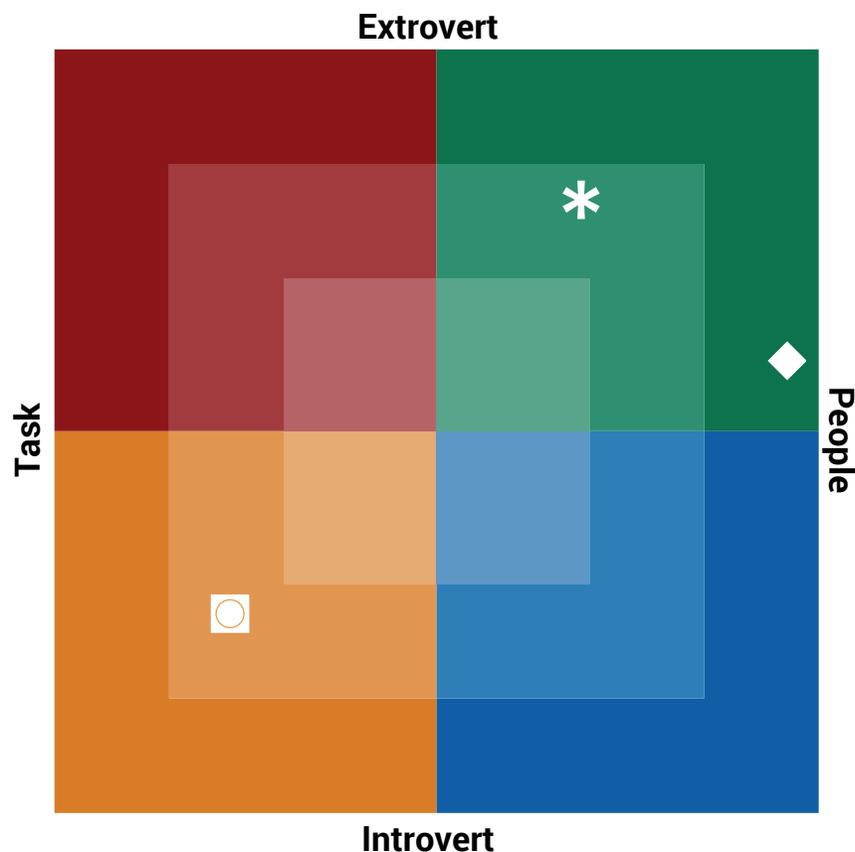
The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing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

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

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

 **NEEDS** - The Circle represents how you need to be or expect to be treated by other people and your environment. Needs often remain hidden or invisible to others.

 **STRESS BEHAVIOR** - The Square represents your frustrated behavior. This is your reactive, unproductive style. Stress Behavior is how you act when your Needs have not been met for an extended period of time. You may see some of the challenges you face arise here.



BIRKMAN SALES MAP



EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

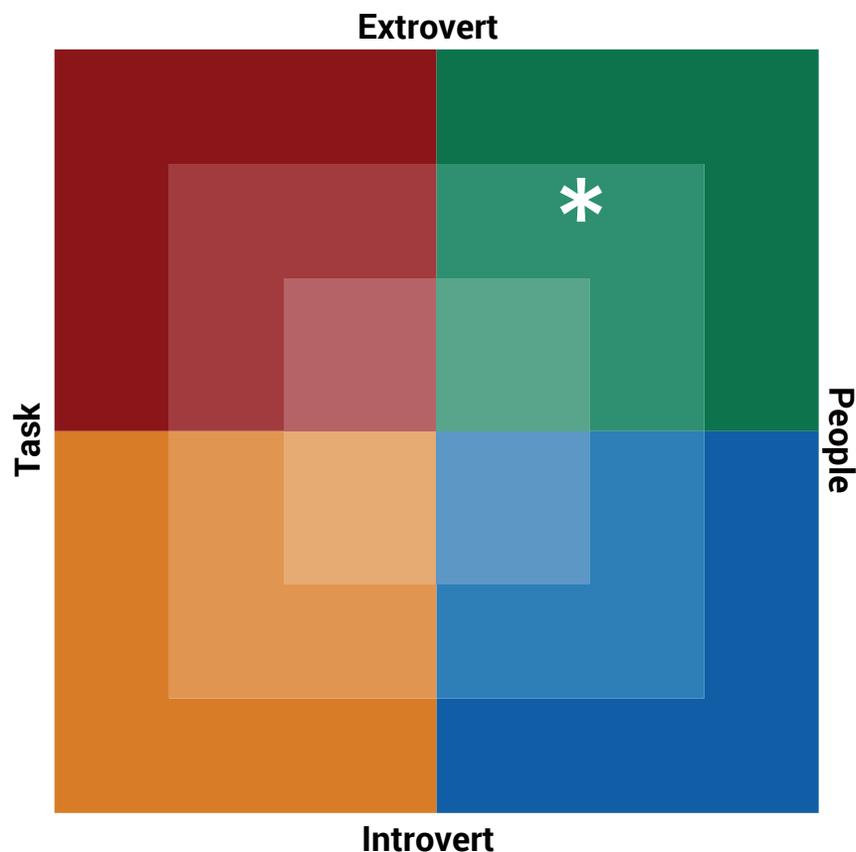
The Asterisk describes what you enjoy about selling. Your Asterisk is in the GREEN quadrant. Your sales style probably has a very people-oriented emphasis.

Salespeople in the GREEN quadrant like to focus on:

- the prospect
- developing a buyer/seller relationship
- persuading others to their point of view
- directing the sale

Your Asterisk shows that you enjoy:

- focusing on the prospect
- developing a buyer/seller relationship
- persuading others to your point of view
- directing the sale
- selling the prospect on your products, services or ideas



BIRKMAN SALES MAP



EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

The Diamond describes your Usual Sales Behavior. Your Diamond is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When you are selling effectively, you are generally persuasive and insightful.

Usual Behaviors in the GREEN quadrant include being:

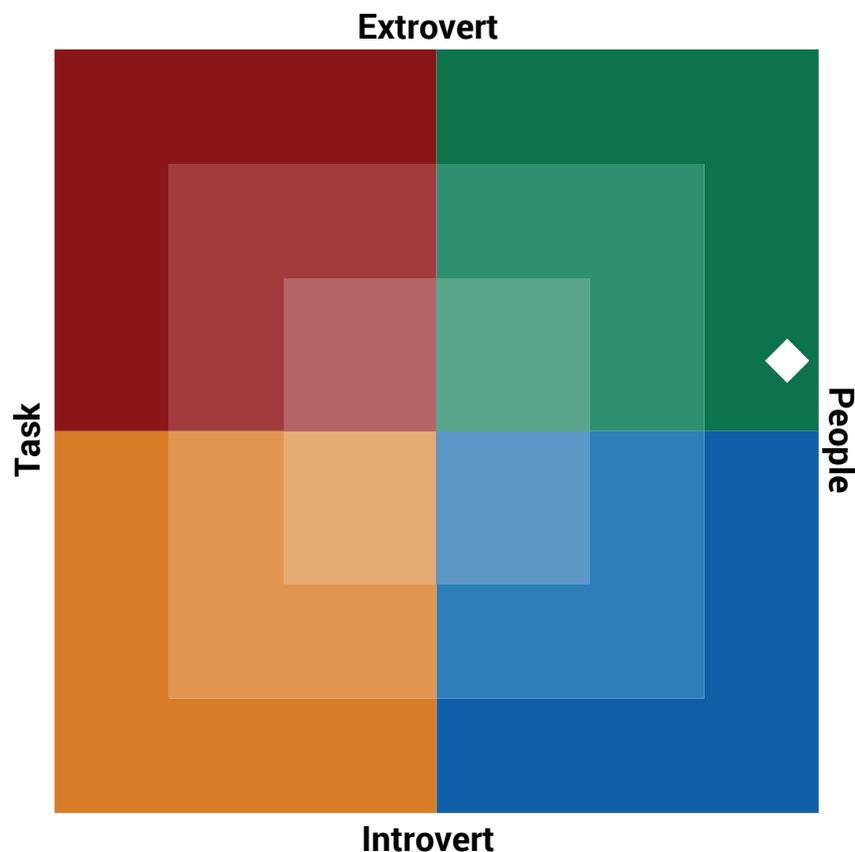
- able to direct the sale
- competitive
- engaging
- spontaneous
- willing to take a risk

Your Diamond shows that you are usually:

- willing to take a risk
- able to direct the sale

You also tend to be:

- attentive to the individual
- thoughtful
- optimistic about the sale



BIRKMAN SALES MAP



EXPLANATION OF YOUR NEEDS (THE CIRCLE)

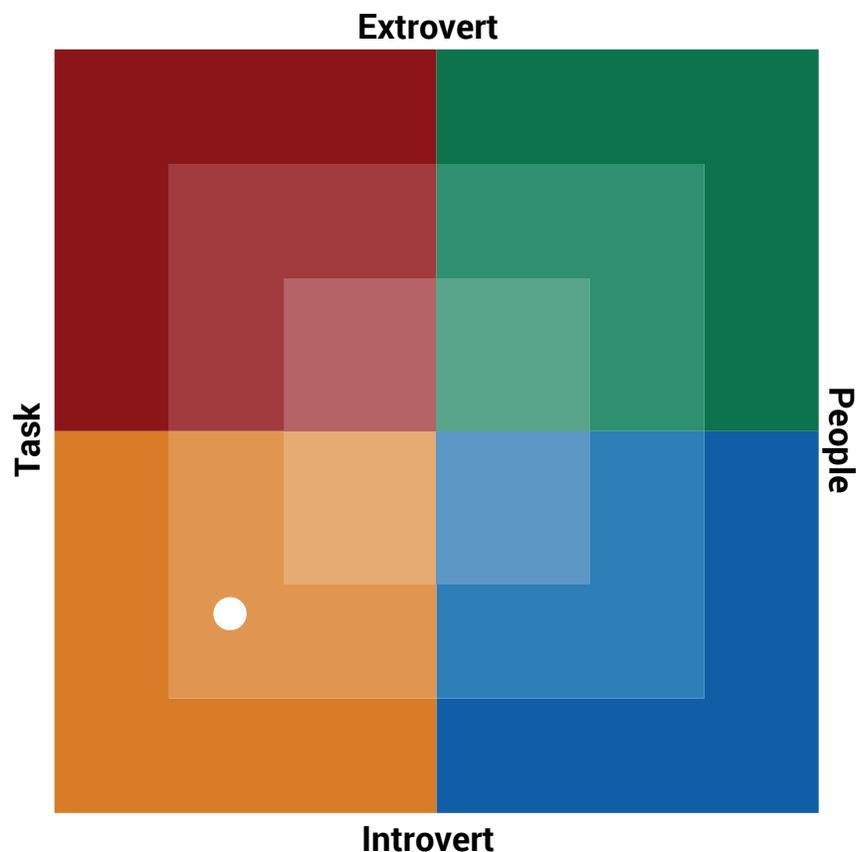
The Circle describes the kind of motivation you need to show your Usual Sales Behavior. Your Circle is in the YELLOW quadrant. To sell most effectively, you respond best to motivation which is orderly and consistent.

Those with Needs in the YELLOW quadrant need motivation based on:

- a controlled, consistent environment
- a minimum of distractions
- proven procedures to follow
- detailed directions
- advance notice of changes

Your Circle shows you are most comfortable when you are given:

- a controlled, consistent environment
- a minimum of distractions
- proven procedures to follow
- detailed directions
- advance notice of changes



BIRKMAN SALES MAP



EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

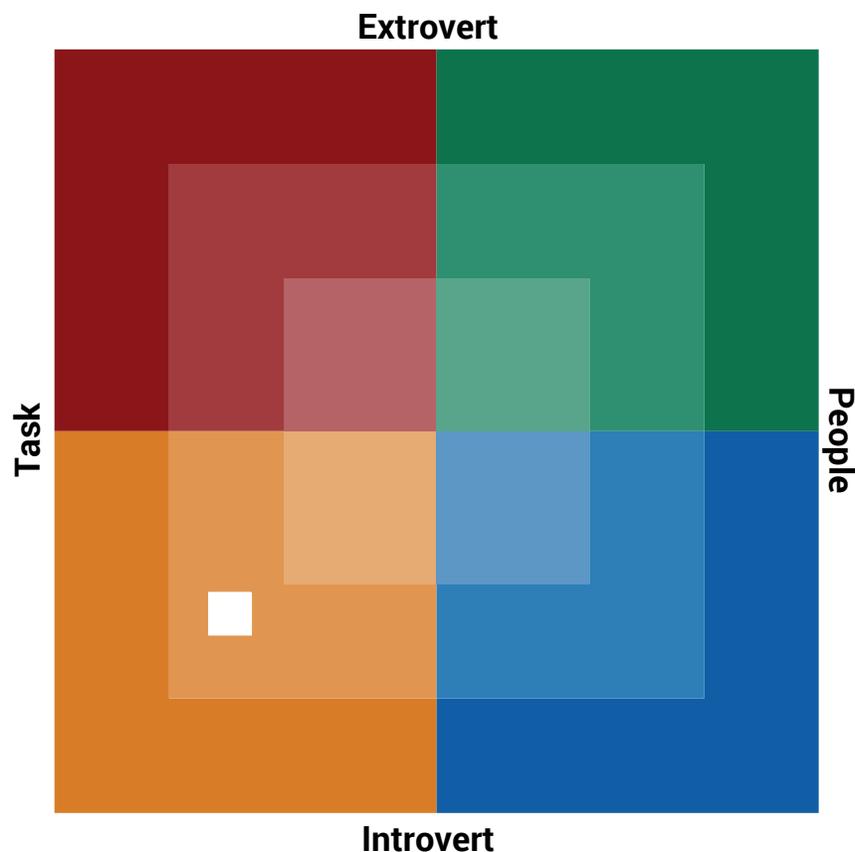
The Square describes your Stress Behavior when your needs are not met. Your Square is in the YELLOW quadrant. When you are not motivated in the way your Square suggests, you may become inflexible and resist change.

Those with Stress Behaviors in the YELLOW quadrant may become:

- over-controlling
- resistive to change
- conforming
- quietly resistive
- rigid

Your Square shows that your stress behavior may include your being:

- over-controlling
- resistive to change
- conforming
- quietly resistive
- rigid



BIRKMAN INTERESTS



SOCIAL SERVICE

Helping, advocating for people

Activities include:

Teaching, counseling, volunteering

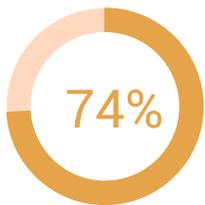


PERSUASIVE

Persuading, motivating, selling

Activities include:

Debating, influencing, promoting

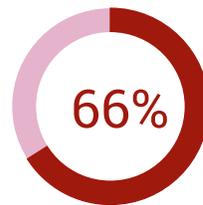


NUMERICAL

Working with numbers and data

Activities include:

Accounting, investing, analyzing

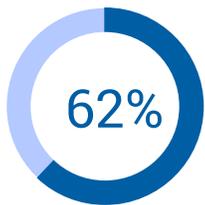


TECHNICAL

Hands-on work with technology and machinery

Activities include:

Programming, assembling, using gadgets

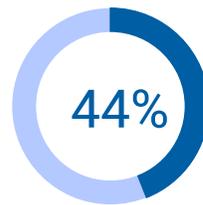


ARTISTIC

Creation, appreciation for arts, aesthetics

Activities include:

Painting, appreciating art, designing

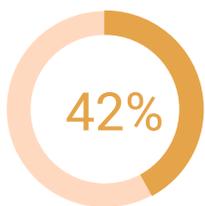


MUSICAL

Playing, singing or listening to music

Activities include:

Attending concerts, collecting and appreciating music

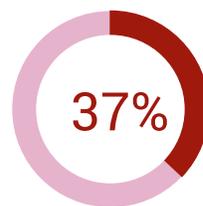


ADMINISTRATIVE

Systems, order and reliability

Activities include:

System tracking, record keeping, categorizing

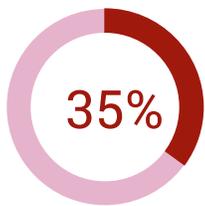


SCIENTIFIC

Research, analysis, intellectual curiosity

Activities include:

Investigating, exploring medicine, experimenting

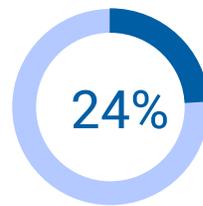


OUTDOOR

Work in an outdoor environment

Activities include:

Being outdoors, farming, gardening



LITERARY

Appreciation for language

Activities include:

Writing, reading, editing



SOME BASIC INFORMATION ABOUT YOU

The following statements are generated from your Birkman Map 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.

- You combine a liking for practical tasks with an interest in persuading or teaching other people. You are interested in both products and services, in both what is being "sold" and the people who are "buying."
- You combine insight into the thinking of other individuals with a certain degree of authority. Personal interaction with others, socially or one-on-one, is characteristic of your usual behavior, with an emphasis on your own feelings and the feelings of other people
- You're most comfortable in surroundings which encourage focus on the task at hand, which are structured and predictable to some extent, and where other people are not domineering



YOUR STRENGTHS

Now let's identify the strengths that make you uniquely you. These strengths were generated based on your Birkman Interests scores and Birkman Component scores. Carefully read each statement and check the ones that are most significant to you.

- You like influencing people directly, persuading them to your point of view or training them
- You enjoy and can be effective at helping other people and making their lives better or more productive
- You enjoy working with numbers, or being involved with tasks that involve the use or manipulation of numbers
- You are straightforward and find it fairly easy to speak your mind, even with superiors
- You are structured and organized in your thinking and approach, and you bring these tendencies to the work you do
- You tend to be something of a natural authority figure; you can take charge when there seems to be a lack of leadership
- You are competitive, and are prepared to work hard in order to be the best
- You have a high energy level, and like to be busy doing things rather than thinking about them
- You like to have plenty of variety in your work, and to have more than one task to do at a time



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



A GUIDE FOR YOUR SALES MANAGER

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: What you tend to do well

- You are persuasive
- You tend to believe that your company's product or service genuinely helps the customer
- You are interested in the "numbers"
- You get to the point
- You tend to be organized
- You naturally like to take charge
- You are competitive
- You are energetic
- You can handle several things at the same time

SECTION B: What your manager can do to increase your effectiveness

- Your manager can be sure you have the written materials or know where to get them
- Your manager can give it to you straight
- Your manager shouldn't force you to attend group or team sessions if it's not really necessary
- Your manager can tell, rather than suggest
- Your manager shouldn't interrupt you unnecessarily



A GUIDE FOR YOUR SALES MANAGER

SECTION C: What may happen if your manager doesn't manage you correctly

- You may not have the written materials you need
- You may become too direct with the prospect
- You may fail to "read" the group during the presentation
- You may start to domineer
- You may attempt to get the sale at any cost
- You may lose concentration

SECTION D: What your manager should say to you before you make a presentation

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



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



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



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