

This Report Prepared For  
**JOHN Q. PUBLIC**  
21 April 2008

**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*

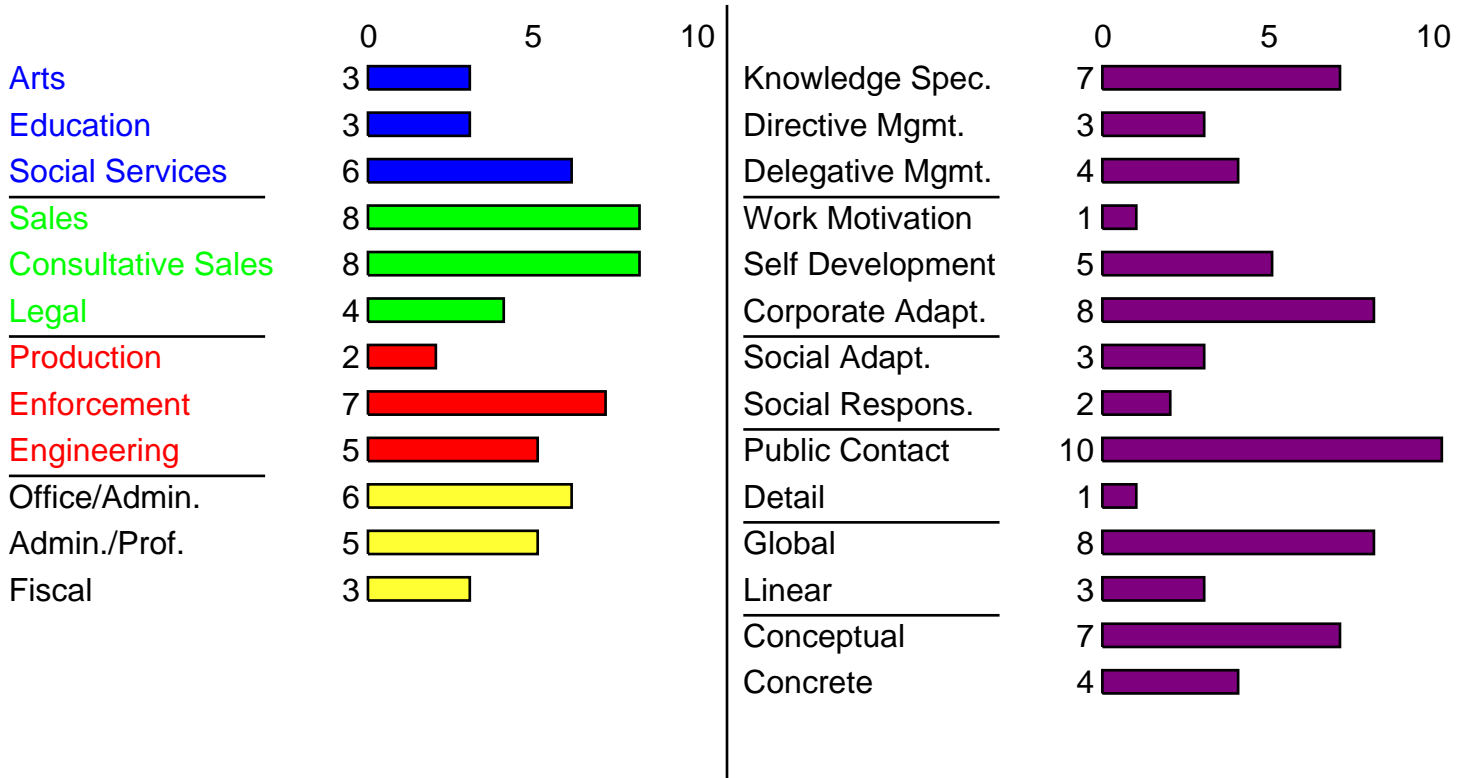
Lead with a balance of thoughtfulness and decisiveness but be sure he has time to think about important decisions. *Thought*

\* *Particularly significant; may impact other areas*

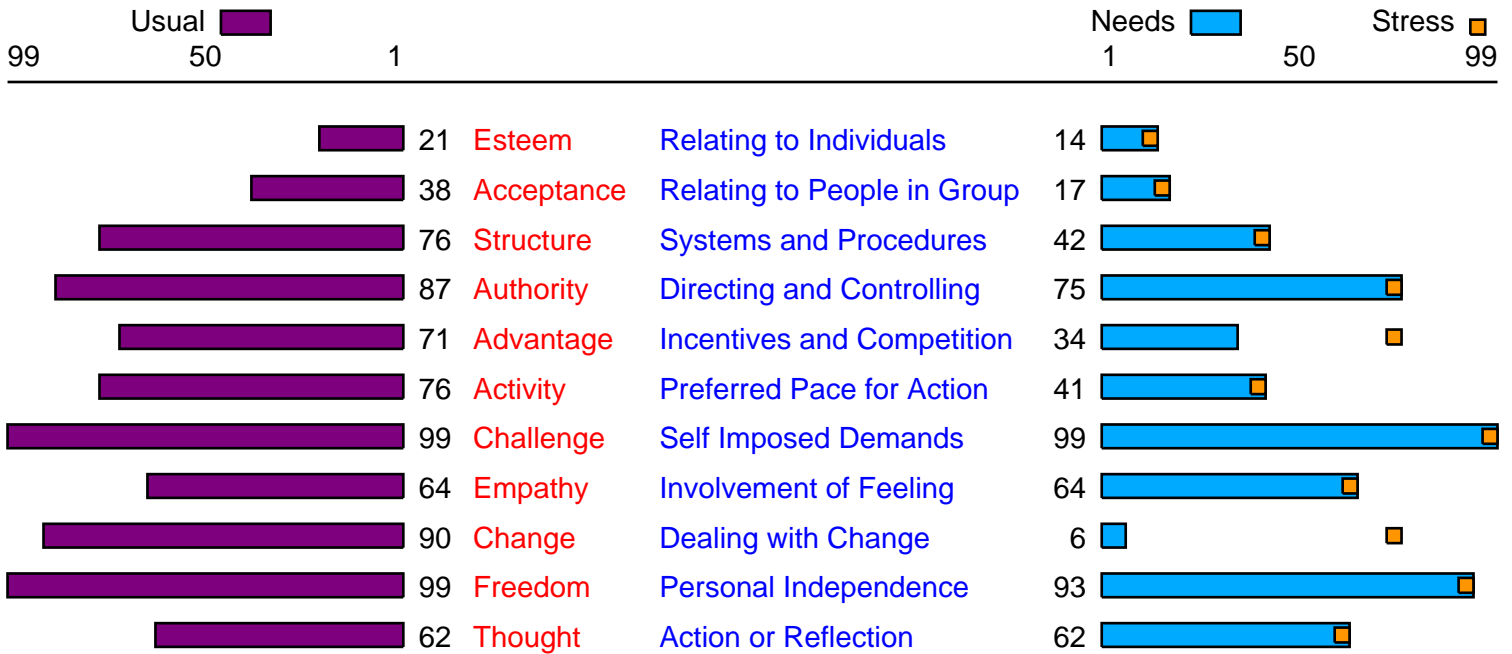
**Interview Guide**

**Personal Organizational Strengths**

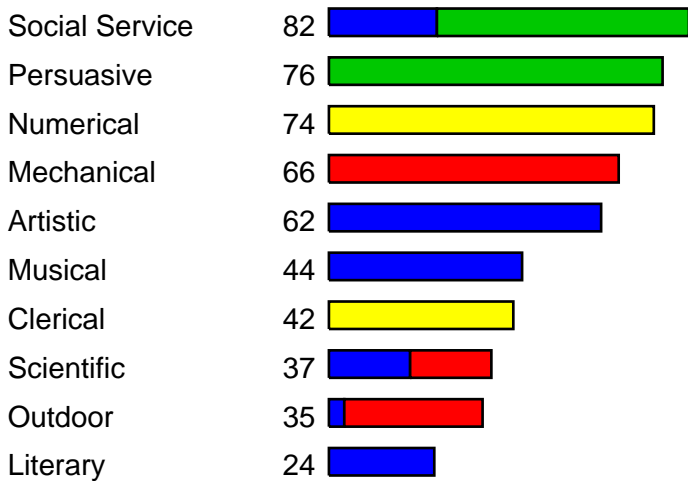
(The following scores are decile ranks: 1=LOWEST, 10=HIGHEST)



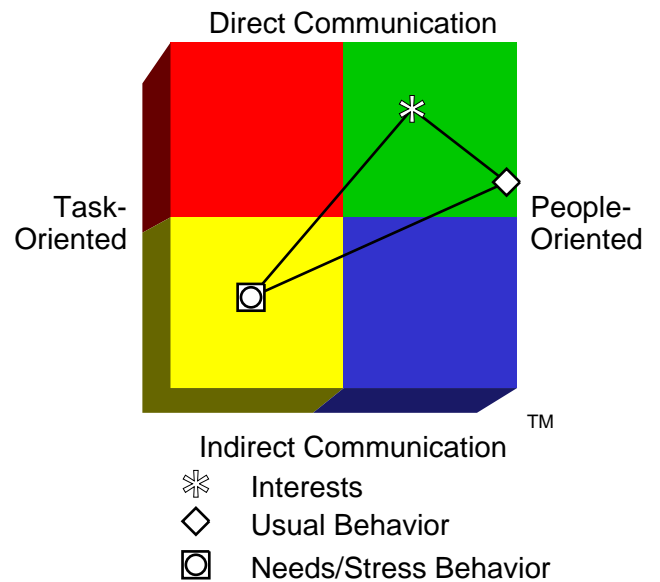
**Components**



**Areas of Interest**



**Life Style Grid<sup>®</sup> with Descriptors**



## **MANAGERIAL AND ORGANIZATIONAL STYLE**

### **Preferred Style when Planning:**

#### **POLICIES AND PROCEDURES**

- . Remains independent of group values and pressures
- . Applies authoritarian methods as base of company policy and planning
- . Ensures a high degree of personal achievement
- . Bases planning on individual prerogative

#### **SETTING OBJECTIVES**

- . Provides personal, emotional challenge with difficult, definite goals

#### **IMPROVING OPERATIONS**

- . Encourages individual initiative and ideas in improvement planning
- . Emphasizes personal direction of individuals
- . Emphasizes individual thinking and an unstructured background for problem-solving

### **Preferred Style when Organizing:**

#### **ESTABLISHING RELATIONSHIPS**

- . Carefully defines respective boundaries of authority and encourages direct debate
- . Exercises a loose control over liaison; emphasizes creative contribution of individuals

## **MANAGERIAL AND ORGANIZATIONAL STYLE**

### **Preferred Style when Organizing(cont.):**

#### **PROMOTING TEAMWORK**

- . Organizes teams as loose confederations of individuals

#### **COMPENSATING**

- . Considers demanding work to be largely its own reward

#### **ASSIGNING RESPONSIBILITIES**

- . Allocates tasks to individuals in each team, making them personally responsible
- . Places precise limits on areas of authority when allocating responsibilities. Allocates to those willing to speak up
- . Bases assignments on the assumption that good staffing is a highly complex and demanding process

#### **DELEGATING**

- . Formally defines chain of command by personal, one-on-one delegation of responsibility

#### **IMPLEMENTING**

- . Initiates action with the support of superior authority
- . Sets projects in motion without concern for the status quo

### **Preferred Style when Directing:**

#### **COMMUNICATING**

- . Emphasizes personal authority and influence in communicating

## **MANAGERIAL AND ORGANIZATIONAL STYLE**

### **Preferred Style when Directing(cont.):**

#### **MOTIVATING**

- . Views teams as separate from personal effort
- . Gives individuals close, firm direction
- . Motivates employees by demands of emotionally challenging tasks
- . Allows employees to express individuality without undue structural constraints

#### **NEGOTIATING**

- . Emphasizes face-to-face debate, gaining edge on opponent
- . Combines ability to hold firm position with awareness of personal deficiencies
- . Places emphasis on being individualistic and unorthodox in dealing with opponents

#### **CORRECTING**

- . Regards problems as the result of individual mistakes
- . Solves problems by open debate and airing of disagreement and conflict
- . Sees own mistakes and encourages remedial action

#### **DEVELOPING PERSONNEL**

- . Gives personal assignments and rewards

## **MANAGERIAL AND ORGANIZATIONAL STYLE**

### **Preferred Style when Directing(cont.):**

- . Achieves effective performance as a by-product of high morale coupled with high expectations
- . Emphasizes uniqueness, individuality and diversity

### **Preferred Style when Controlling:**

#### **REVIEWING PERFORMANCE**

- . Makes outspoken evaluations of performance
- . Views performance in terms of ability to respond positively to difficult, emotionally challenging situations

#### **DISCIPLINING**

- . Enforces rules on an individual level
- . Defines and limits freedom by imposing authority directly

#### **SETTING PERFORMANCE STANDARDS**

- . Evaluates individual responsibility and initiative when setting standards and determining expected compliance
- . Sets up a standard of performance that demands strong personal response

#### **CONTROLLING COSTS**

- . Evaluates procedures rigorously to determine better ways of doing things

## **MANAGERIAL AND ORGANIZATIONAL STYLE**

### **Preferred Style when Controlling(cont.):**

#### **REPORTING**

- Centers authority and accountability in spoken, personalized reporting on a person-to-person basis
- Assesses individuals on the basis of unique contributions to the corporate effort

#### **MAINTAINING QUALITY/QUANTITY PERFORMANCE**

- Maintains performance by personal face-to-face supervision
- Focuses attention on high, but realistic, standards of service and performance


#### **MANAGING CHANGE**

- Takes appropriate individual action when changes in circumstances necessitate it
- Allows employees to adapt themselves individually to changes in circumstances

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.

### 1. Relating to People Individually: how you deal with people one-on-one

Usually:	1  21  99	direct and straightforward	< a balance >	insightful and intuitive
Will need:	1  14  99	others to be frank and forthright	< a balance >	respect of key individuals
To Avoid:	1  14  99	being too blunt	< a balance >	feeling unappreciated on occasions

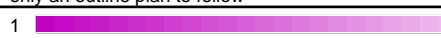

*Esteem*

### 2. Relating to People in Groups: how you deal with people in general

Usually:	1  38  99	able to work well alone	< a balance >	friendly and easy to know
Will need:	1  17  99	plenty of time alone or in small groups	< a balance >	to feel part of the group
To Avoid:	1  17  99	impatient with group interaction	< a balance >	over-valuing group opinion

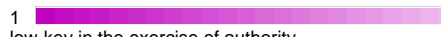





*Acceptance*

### 3. Systems and Procedures: your planning and organizing style

Usually:	1  76  99	flexible and open to new approaches	< a balance >	organized and sequential
Will need:	1  42  99	only an outline plan to follow	< a balance >	a definite plan in place
To Avoid:	1  42  99	weakness in follow-through	< a balance >	over-insistence on following procedures





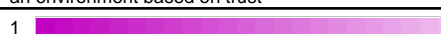
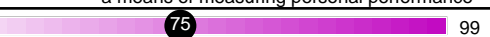
*Structure*

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

Usually:	1  87  99	low-key in the exercise of authority	< a balance >	directive and commanding
Will need:	1  75  99	a non-directive, democratic environment	< a balance >	to know who is in charge
To Avoid:	1  75  99	failing to address issues of control	< a balance >	becoming domineering, controlling

*Authority*

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

Usually:	1  71  99	oriented towards general benefit	< a balance >	oriented toward individual advantage
Will need:	1  34  99	an environment based on trust	< a balance >	a means of measuring personal performance
To Avoid:	1  75  99	becoming too idealistic	< a balance >	focusing too much on personal payoff

*Advantage*

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

Usually:	1  99 likes to reflect before acting	< a balance >	99 takes direct action to get things done
Will need:	1  99 personal control over scheduling	< a balance >	99 a busy schedule
To Avoid:	1  99 putting things off	< a balance >	99 failing to delegate when necessary

*Activity*

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

Usually:	1  99 self-confident, focused on success	< a balance >	99 has high expectations of self, others
Will need:	1  99 a success-oriented environment	< a balance >	99 personal challenges
To Avoid:	1  99 denying responsibility for errors	< a balance >	99 expecting too much of self and others

*Challenge*

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

Usually:	1  99 objective and detached	< a balance >	99 sympathetic and warm
Will need:	1  99 an unemotional environment	< a balance >	99 an outlet for subjective issues
To Avoid:	1  99 discounting people's feelings	< a balance >	99 worrying unnecessarily

*Empathy*

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

Usually:	1  99 concentrates attentions well	< a balance >	99 likes a variety of simultaneous tasks
Will need:	1  99 adequate notice of any change	< a balance >	99 plenty of different calls on attention
To Avoid:	1  99 failing to accept necessary change	< a balance >	99 getting distracted too easily

*Change*

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

Usually:	1  99 understands how most people think	< a balance >	99 individualistic in outlook
Will need:	1  99 a predictable environment	< a balance >	99 opportunities for individuality
To Avoid:	1  99 discomfort with unusual ideas	< a balance >	99 being different for its own sake

*Freedom*

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

Usually:	1  99 sees issues in terms of black and white	< a balance >	99 handles ambiguous situations well
Will need:	1  99 issues reduced to their simplest form	< a balance >	99 plenty of time for complex decisions
To Avoid:	1  99 being impulsive	< a balance >	99 indecision when pressured

*Thought*

## 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.

This Report Prepared For:  
**JOHN Q. PUBLIC**

Date Printed:  
21 APRIL 2008

  
**Strengths and Needs**

Skillpoint Solutions

Page: 2 of 13

**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.**

SAN/1

## 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

## 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

## 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

## 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

## 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

## 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

## 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

## **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

## **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

## 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

## 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.

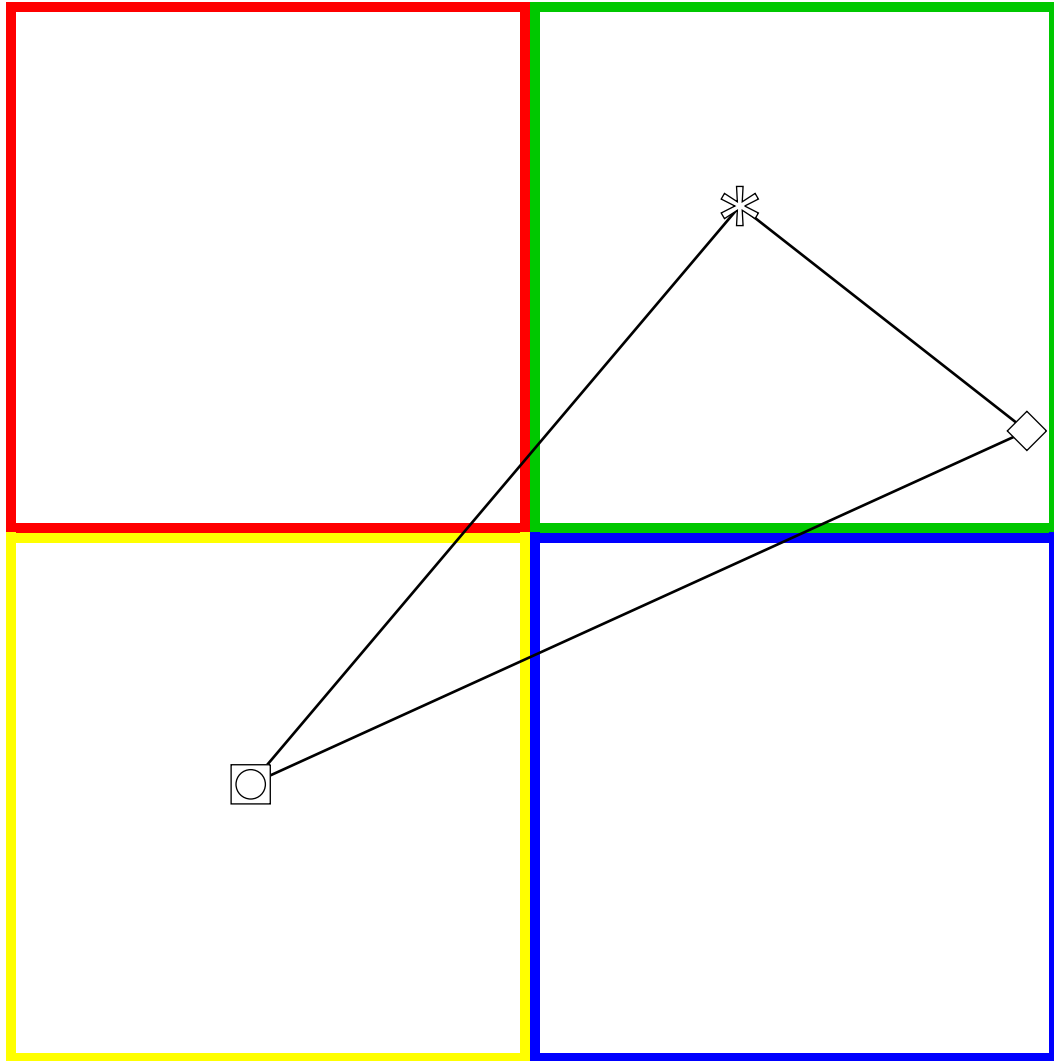
**CAUSES OF STRESS:** On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.

#### Possible stress reactions:

delaying actions  
becoming too cautious

# LIFE STYLE GRID®

for  
BX6396 JOHN Q. PUBLIC



TM

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**.

# BX6396 JOHN Q. PUBLIC

## 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.



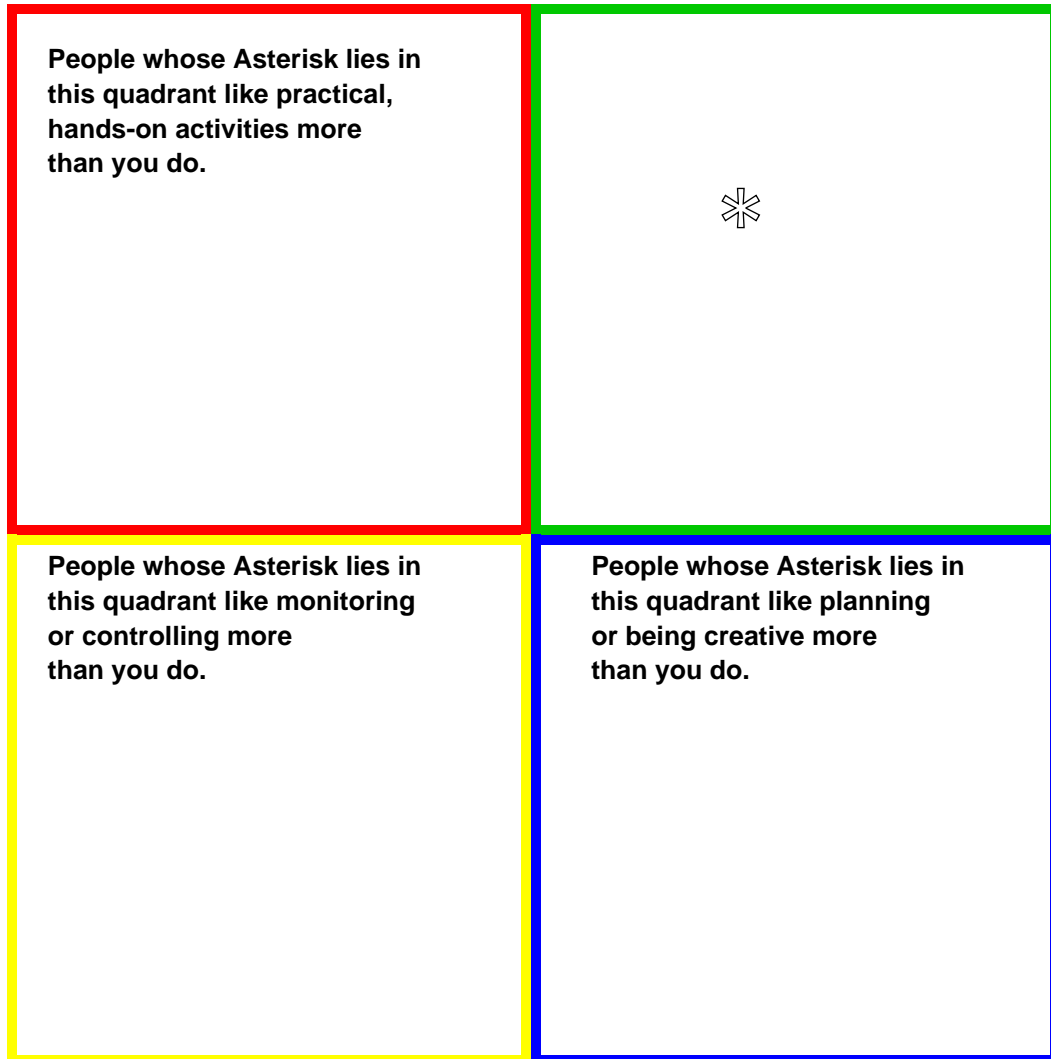
TM

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.



TM

**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.



TM

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.



TM

**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 for others to be detached and objective.

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

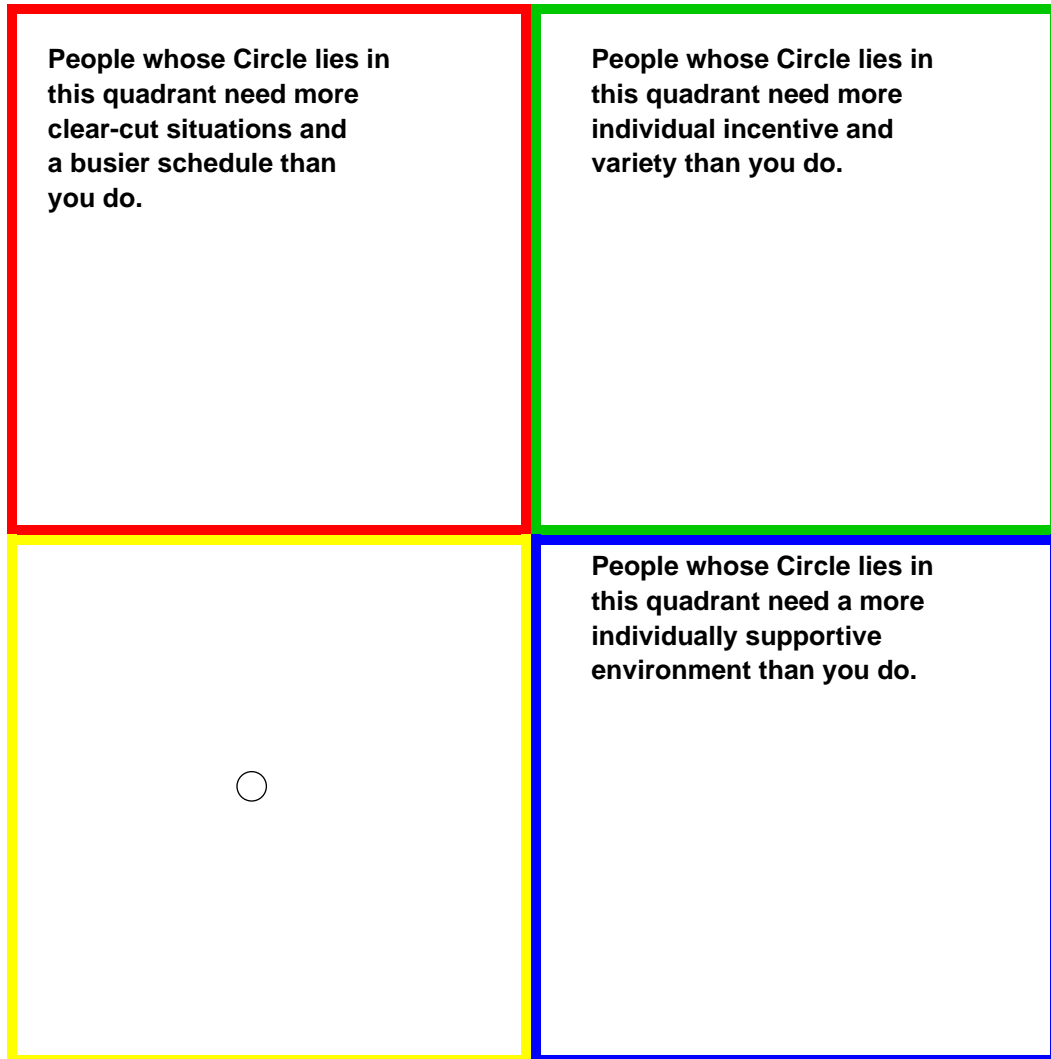
TM

People with the Circle towards the bottom of the Grid need for 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.



TM

**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.



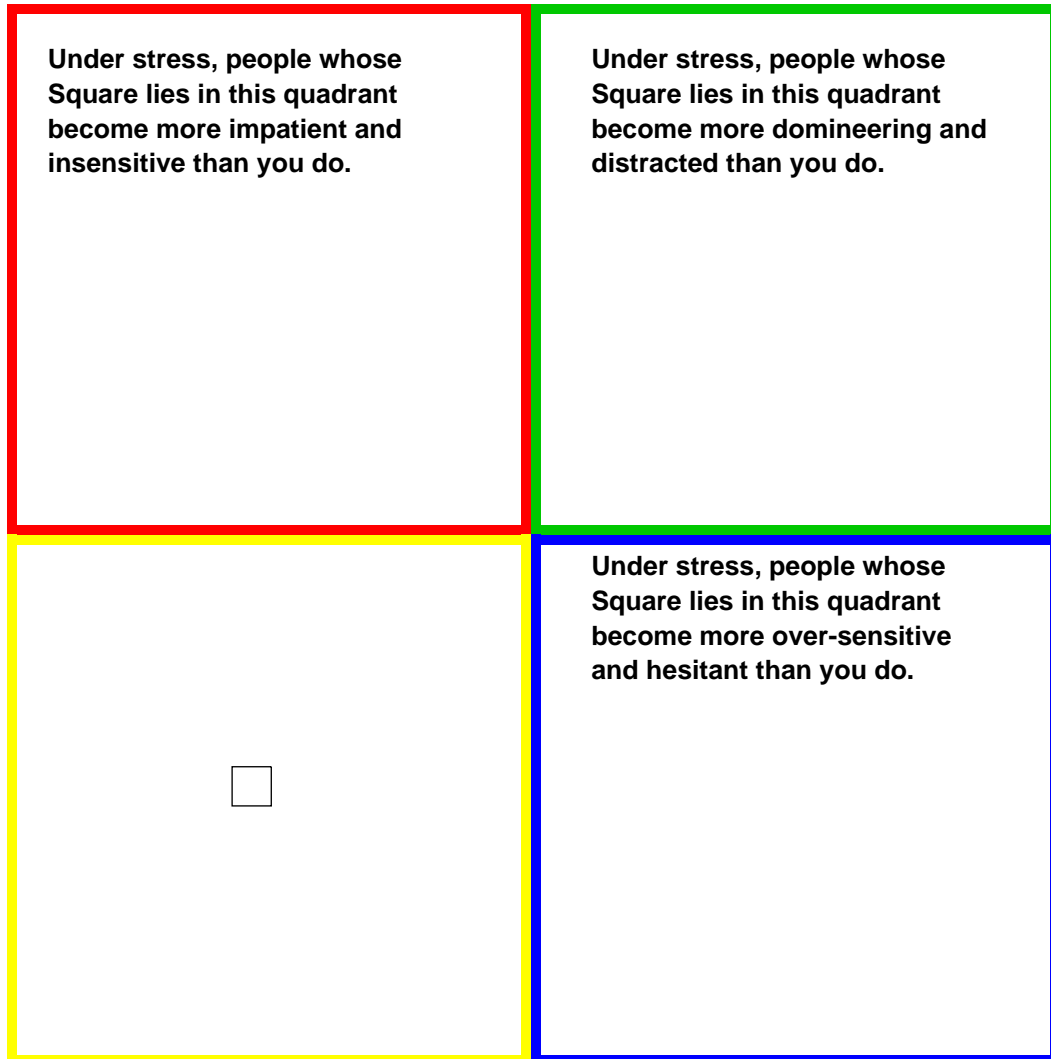
TM

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.



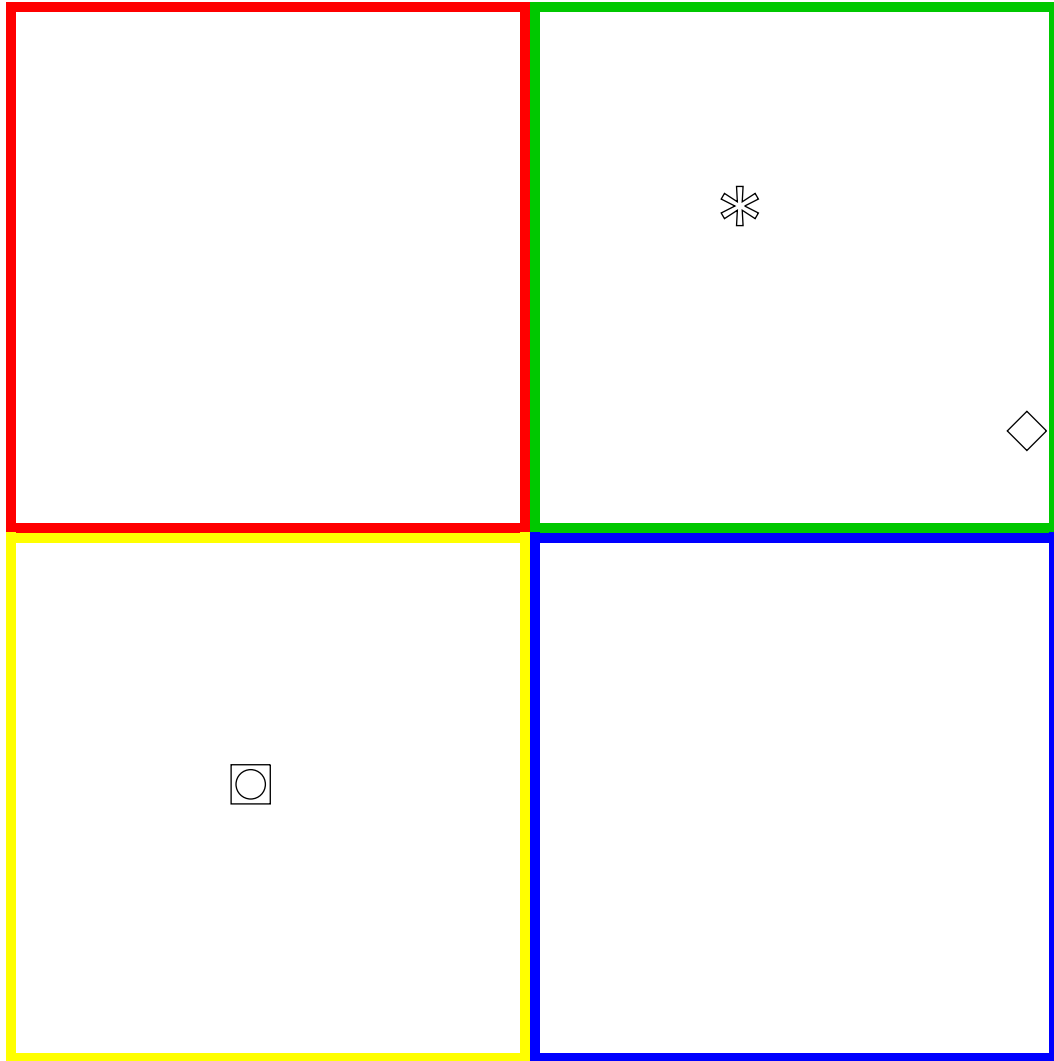
TM

**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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## 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.

This Report Prepared For  
**JOHN Q. PUBLIC**  
21 April 2008

## **Career Management Report**

### **A Unique Framework for Career Decisions**

The Career Management Report offers an effective way to align personal style, natural aptitudes and individual needs with your profession or career.

The Career Management Report may include:

- 1) Organizational Focus: Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The **Organizational Focus** color bars display your fundamental work orientation, offering you an overall reference as to which classic occupational group has the most or least appeal for you.

*Example:*



**Communicating**  
**Administrating**  
**Planning**  
**Expediting**

**Job Families/Job Titles** select, identify and confirm your professional strengths. Occupational effectiveness is determined by how closely your responses match profiles of a large sampling of employees in twenty job families. Special management scores (purple) are added to the four colors. Sample job titles are provided for each job family, with a direct link to the **U.S. Department of Labor's on-line Occupational Outlook Handbook** for most titles. *International users may wish to choose the Job Families Only option.*

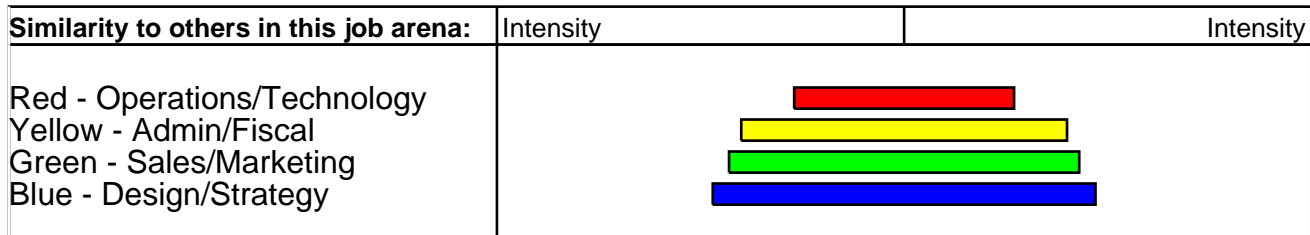
The **Career Narrative** presents a descriptive summary of the information displayed in the Organizational Focus and Job Families/Job Titles Reports. This summary identifies your **career orientation, management style and job strengths**.

Although career decisions should also encompass experience, education and interviews, the Career Management Report provides significant information for aiding in career development and succession planning.

**Organizational Focus: Professional Strengths**

**THE BIRKMAN METHOD**<sup>®</sup> provides comprehensive formats for organizational development and self-management. The questionnaire you have already completed affords a variety of Birkman Reports (more than 40 formats) that you can access on demand. This portion of your Birkman Advanced Report is designed as an introduction.

**ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC**



- |               |                                    |                                       |
|---------------|------------------------------------|---------------------------------------|
| <b>Color:</b> | <b>Classic Occupational Group:</b> | <b>Focus:</b>                         |
|               | Arts , Social Service              | Strategy (long-term, innovative)      |
|               | Operations, Science                | Practicality (short-term, tangible)   |
|               | Marketing, Sales                   | Communication (promotional, "people") |
|               | Finance, Administration            | Systems (procedural, "detail")        |

**What is ORGANIZATIONAL FOCUS?**

Organizational Focus refers to your fundamental approach to any work situation. Notice that you show some of all four job capabilities. Each color represents a function needed by every organization. Each of the four styles (occupational groups) has value. Successful organizations have a balance of these colors.





Your **longest color bar** (your **bottom line**) is your strongest natural job aptitude. The **second longest color bar** (your **supporting style**) viewed in combination with your bottom-line (strongest) color reveals your first approach to problem solving and tells us a great deal about the way you work toward your goals.

## Organizational Focus: Professional Strengths

### Why do these colors matter?

The four colors provide a quick summary as to which kinds of job activities will have the greatest or the least appeal for you. Following your natural professional orientation will powerfully impact your chances for career success, as well as your physical and emotional health. Your colors help to define the distinctive strengths you bring to a team and the ways you might best contribute to an organization.

The four colors symbolize the four classic management functions. In addition to job functions, these colors also have a **time orientation**:

<b>Color:</b>	<b>Oriented to:</b>	<b>Emphasis on:</b>
	Future	Creative Planning / Design
	Present	Expediting / Technical
	Present	Communications / Marketing
	Precedent	Fiscal / Administration

### The "mixture" of your Organizational Focus color bars:

When you review your Report (shown on previous page) pay close attention to the

- **ranking** (the **order** in which the bars are displayed)
- **magnitude** (proportionate **length** of the bars)

For example, if you have a dominant Green color followed by a supporting style of Red, you will have a very different organizational orientation from someone who has dominant Green followed by a supporting style of Blue.

Similarly, if you have very strong Blue and relatively little Red, Green or Yellow, you will have a distinctly different organizational focus from someone with color bars that are almost equal in magnitude.

If you have shorter bars that are almost equal in length, you will have a general comfort level with each of the styles and will be less intensely focused on one particular job function.

## Organizational Focus: Professional Strengths

### Relationship between your Organizational Focus colors and the jobs that you may choose:

There is usually a close link between your Organizational Focus colors and the job that you do, or would like to do. A Birkman-trained consultant can explain how you may be quite effective, in a different way, if your job varies from the expected Organizational Focus color.

If you are a Green manager, you may be neither more effective, nor less effective than a Red manager, you simply have a different organizational focus - a focus on the **people who do the job** rather than on the **job that people do**.

Similarly, if you are a computer programmer in a structured programming environment with an Organizational Focus color of Blue, you will likely focus on long-term, more abstract and creative solutions. You may still, however, be a completely effective, structured programmer.

### How are Organizational Focus color bars generated?

The four color bars are derived from more than fifty validated scales. Although simple to interpret, the origin of your color bar display is complex. The order in which your colors are "stacked" is based on a synthesis of statistical data that has been collected and developed over more than five decades of occupational research. Your responses were compared to people in 23 job families consisting of 167 wide-ranging national occupational norms.

### You are unique.

It's important to remember that you are a dynamic entity with many dimensions. As **THE BIRKMAN METHOD**<sup>®</sup> attempts to "measure the immeasurable", we acknowledge and describe the complex and often seemingly contradictory nature of human behavior. Best of all, we want you to know that whatever your color combination, your natural job strengths are needed. Understanding these strengths is the first step toward self-awareness, which leads to better self-management and better teams.

The Organizational Focus colors are intended to provide a useful starting point for **THE BIRKMAN METHOD**<sup>®</sup> inquiry as to what makes you so memorable and unique.

**THE BIRKMAN METHOD**<sup>®</sup> is a multi-faceted instrument. Your Organizational Focus is only an introductory step. When you're ready to proceed to a greater degree of the depth and complexity available to you, please contact your Birkman representative or email us at [info@birkman.com](mailto:info@birkman.com).

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# Job Families/Job Titles

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## Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

### Accounting



Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.

[General Accounting](#)  
[Tax Accounting](#)  
[General Auditing](#)  
[Controllers](#)

### Knowledge Specialist



Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.

[Public School Counselors](#)  
[Psychologists](#)  
[Career Counselors](#)  
[Employee Relations Professionals](#)  
[College Professors](#)  
[Ministers/Priest/Clergy](#)  
 Ministry Managers  
[Physicians](#)  
[Lawyers/Litigation Specialties](#)  
[Nursing Managers](#)

### Social Service/Counseling



Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.

[Ministers/Priest/Clergy](#)  
 Theologians  
[Therapists/Counselors](#)  
[Social Workers](#)  
 Sociologists  
[Psychologists](#)

### Consultative Intangible Sales



Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.

[Stocks and Bonds Sales](#)  
[Medical Services Sales](#)  
[Bank Marketing](#)

### Employee Relations/Training



(continued next page)

Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

Career Counselors  
 Employee Assistance Positions  
 Organizational Development Prof.  
[HR Training](#)  
[Employee Relations Professionals](#)  
 Customer Services  
[Entertainment Marketing](#)  
[Marketing and Advertising](#)  
[Industrial Relations](#)  
[Public Relations](#)

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# Job Families/Job Titles

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## Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<b>Employee Relations/Training</b> (continued)		<a href="#">Lobbying</a> Legal Administrators <a href="#">Legal Assistants</a> Consultants to Lawyers <a href="#">Personnel Professionals</a>	
<b>Banking &amp; Finance</b>  Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.		<a href="#">Banking Operations</a> <a href="#">Bank Tellers</a> Financial Analysts <a href="#">Loan Officers</a> <a href="#">Bank Financial Officers</a>	
<b>Consultative Tangible Sales</b>  Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.		<a href="#">Sales Engineers</a> <a href="#">Oil and Gas Sales</a> <a href="#">Pharmaceutical Sales</a> <a href="#">Medical Equipment Sales</a> <a href="#">Software Sales</a> <a href="#">Purchasing Agent/Buyer</a>	
<b>Artistic Careers</b>  Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.		<a href="#">Visual Arts</a> <a href="#">Literary/Editorial Positions</a> <a href="#">Performing Artist/Acting</a> <a href="#">Architecture</a> Art Sales <a href="#">Travel Agents</a>	
<b>Administrative Professionals</b>  Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.		Benefits Administration Internal Auditors Credit Administration	
<b>Educational Careers</b>  Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.		<a href="#">Public Primary School Teachers</a> <a href="#">Religious School Teachers</a> <a href="#">Public Secondary School Teachers</a> <a href="#">College Professors</a> <a href="#">Public School Counselors</a> <a href="#">University Administrator (1)</a> <a href="#">University Administrator (2)</a>	

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## Job Families / Job Titles

<b>Similarity to others in this job</b>	◀ <b>Least Similar</b> <span style="margin-left: 100px;"><b>Most Similar</b> ▶</span>	<b>This family includes (but is not limited to) the following jobs:</b>
---	---	---

<p><b>Legal</b></p> <p>Legal specialties; include lawyers specializing in litigation and business issues.</p>		<p><a href="#">Lawyers/Litigation Specialties</a> <a href="#">Lawyers/Business Specialties</a></p>
<p><b>Medical Professions</b></p> <p>Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.</p>		<p><a href="#">Nutritionists</a> <a href="#">Pharmacists</a> <a href="#">Nurses (1)</a> <a href="#">Nurses (2)</a> <a href="#">Public Health Administrators</a> <a href="#">Clinical Scientists</a> <a href="#">Physicians</a></p>
<p><b>Direct Intangible Sales</b></p> <p>Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.</p>		<p><a href="#">Casualty Insurance Sales</a> <a href="#">Life Insurance Sales</a> <a href="#">Health Insurance Sales</a> <a href="#">Real Estate Sales</a> <a href="#">Telecommunications Sales</a></p>
<p><b>Science</b></p> <p>Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.</p>		<p>Environmentalists Environmental Specialists <a href="#">Biologists</a> <a href="#">Geologists</a> <a href="#">Chemists</a> <a href="#">Physicists</a> Nuclear Scientists</p>
<p><b>Delegative Management</b></p> <p>Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.</p>		<p><a href="#">Property Managers</a> <a href="#">Hotel, Club &amp; Restaurant Managers (1)</a> <a href="#">Hotel, Club &amp; Restaurant Managers (2)</a> Tangible Sales Managers <a href="#">Intangible Sales Managers</a> <a href="#">Insurance Sales Managers</a> <a href="#">Bank Managers</a> <a href="#">Controllers</a> <a href="#">Public School Administrators</a> <a href="#">Nursing Home Administrators</a></p>
<p><b>Direct Tangible Sales</b> (continued next page)</p>		<p><a href="#">Clothing/Jewelry/Cosmetic Sales</a> <a href="#">Merchandise Sales</a> <a href="#">Retail Sales</a></p>

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# Job Families/Job Titles

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## Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

### Direct Tangible Sales

(continued)

Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.

[Appliance Sales](#)  
[Furniture Sales](#)  
[Auto Sales](#)

### Engineering/Technology

Expertise in engineering, science, or traditional computer applications; include computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.

[Medical Technicians](#)  
 Medical Equipment Technicians  
[Computer Operators](#)  
 User Assistance  
[Computer Programmers](#)  
 Computer Systems Analysts  
 Computer Systems Engineers  
 Technical Trainers  
[Geophysicists](#)  
[Petroleum Engineers \(1\)](#)  
[Petroleum Engineers \(2\)](#)  
[Oil & Gas Production Engineers](#)  
[Civil Engineers](#)  
[Electrical Engineers](#)  
[Chemical Engineers](#)  
[Mechanical Engineers](#)  
[Industrial Engineers](#)  
 Research Engineers  
[Agriculture \(1\)](#)  
[Agriculture \(2\)](#)

### Enforcement/Security

Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.

[Enlisted Military](#)  
[Firefighters & Paramedics](#)  
[Police](#)

### General Administrative

General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.

[Receptionists](#)  
[General Office Clerk](#)  
 Communications Clerk  
[Secretaries](#)  
 Administrative Assistants

### Petrochemical

(continued next page)

[Oil Field Operations](#)  
[Oil Field Drilling Work](#)

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# Job Families/Job Titles

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## Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
<b>Petrochemical</b> (continued) Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.			Chemical Plant Maintenance Chemical Plant Operators <a href="#">Chemical Plant Technicians</a>
<b>Directive Management</b> Managing and leading through professional expertise and force of personality. Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering, exploration, utilities.			Operations Managers <a href="#">Manufacturing Managers</a> <a href="#">Construction Managers</a> Petrochemical Plant Managers Telecommunications Managers Utility Company Managers <a href="#">Military Officers</a> Police Department Managers Grocery Store Managers Information Center Managers
<b>Crafts/Technical</b> Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.			<a href="#">Semi-Skilled Construction</a> Semi-Skilled Operations Semi-Skilled Manufacturing Maintenance Work, Operations <a href="#">Electricians</a> <a href="#">Carpenters</a> <a href="#">Machinists</a> Manufacturing Foremen Heavy Equipment Operators Service Work Operations <a href="#">Stationary Engineers</a> <a href="#">Mechanics</a> Utility Field Work <a href="#">Electronics Technicians</a> <a href="#">Drafting</a> <a href="#">Printing</a> <a href="#">Quality Assurance</a> <a href="#">Safety Technicians</a> Technical Trainers
<b>Numerical Administrative</b> Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.			<a href="#">Data Entry Clerks</a> <a href="#">Bookkeepers</a> <a href="#">Accounting/Billing Customer Service</a>

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### **CAREER ORIENTATION**

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

People and communication oriented. Prefers direct communication involving selling, promoting, directing or motivating.

### **MANAGEMENT STYLES**

Prefers to contribute and lead by utilizing personal expertise and knowledge for problem solving. Leading by example.

### **JOB STRENGTHS**

#### **YELLOW**

\* analyzing, auditing and reporting financial information; designing or implementing fiscal controls