

BIRKMAN

SIGNATURE

REPORT

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JOHN Q. PUBLIC (BX6396)
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WHAT'S IN YOUR BIRKMAN REPORT?



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WELCOME

This section provides background information on The Birkman Method® and outlines the purpose and benefits of your Signature Report.

WELCOME



Background

The Birkman Method is a powerful tool that identifies your strengths, behaviors, motivations, and interests.

The Birkman Method is reliable.

This means that the results of the assessment remain relatively stable over time.

The Birkman Method is valid.

This means that statistical studies have been and continue to be conducted to ensure that the assessment measures what is intended.

Purpose

When you have finished reviewing your report you will know more about yourself, what makes you unique, and how this impacts you and those with whom you interact. Being empowered by this information will help you in virtually all parts of your life.

Specific benefits include:

- Learning what interests you at work and at home
- Discovering what behaviors others notice about you
- Articulating your unique strengths and opportunities
- Exploring your career interests with scientifically-backed data

For over **65 years**, The Birkman Method® has been helping people reach further with our unique yet scientific approach to behavioral & occupational assessments. Used by millions of people and the **world's best companies** to:

- > develop leaders
- > improve teamwork
- > explore careers
- > select talent
- > increase sales and productivity

What do you hope to learn from your Birkman Signature Report?

BIRKMAN COLOR KEY



We take these four colors seriously at Birkman. Our use of color becomes shorthand for understanding fundamental differences between people. Below is a breakdown of the significance of each Birkman color.

RED	<h2>DOER</h2> <p>RED is the Birkman color for people who prefer to make quick decisions and get results. Reds are direct and action-oriented and give full attention to the task at hand. Reds enjoy building, working with their hands, organizing people and projects, solving practical problems, and producing an end product they can see and feel. Reds are objective, energetic, commanding and enjoy team competition. Reds get results through action.</p>	<h2>COMMUNICATOR</h2> <p>GREEN is the Birkman color for people with a strong desire to communicate and work with people. Every time you see a Green, they are selling, persuading, promoting, motivating, counseling, teaching or working with people to get results. Greens who believe in a product, service or idea can communicate about it with ease and a natural confidence. If you want someone to win friends and influence people, a Green is your person for the job.</p>	GREEN
YELLOW	<h2>ANALYZER</h2> <p>YELLOW is the Birkman color for people who love working with processes, details, definitions and rules. Yellows enjoy doing careful and detailed calculations, scheduling, recordkeeping, and establishing systematic procedures. They are usually comfortable with numbers, place a high priority on being fair, and are cautious and thorough in analysis. Yellows are task-oriented and often prefer indirect communication methods including forms, rules and regulations. If you need to get organized, find a Yellow.</p>	<h2>THINKER</h2> <p>BLUE is the Birkman color for the concept and idea person. Blues love innovation, being creative and long-term planning. They enjoy abstract thinking and discovering new ways to solve problems. Blues thrive on generating fresh ideas and coming up with the most viable solutions for the problem at hand. Blues tend to be introspective, and while they love originality and innovation, they may need to be around other creative individuals to trigger the spark.</p>	BLUE





YOUR BIRKMAN MAP

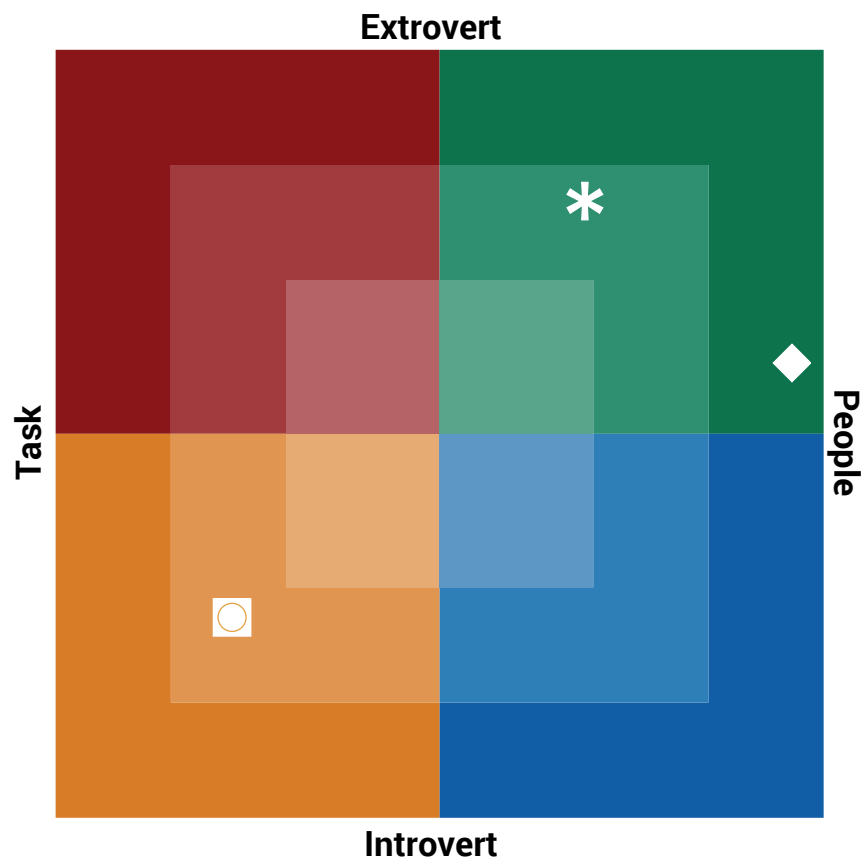
Your Birkman Map[®] provides an aerial view of who you are and allows you to see how and where you fit into the big picture.

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.





EXPLANATION OF YOUR INTERESTS (THE ASTERISK) *

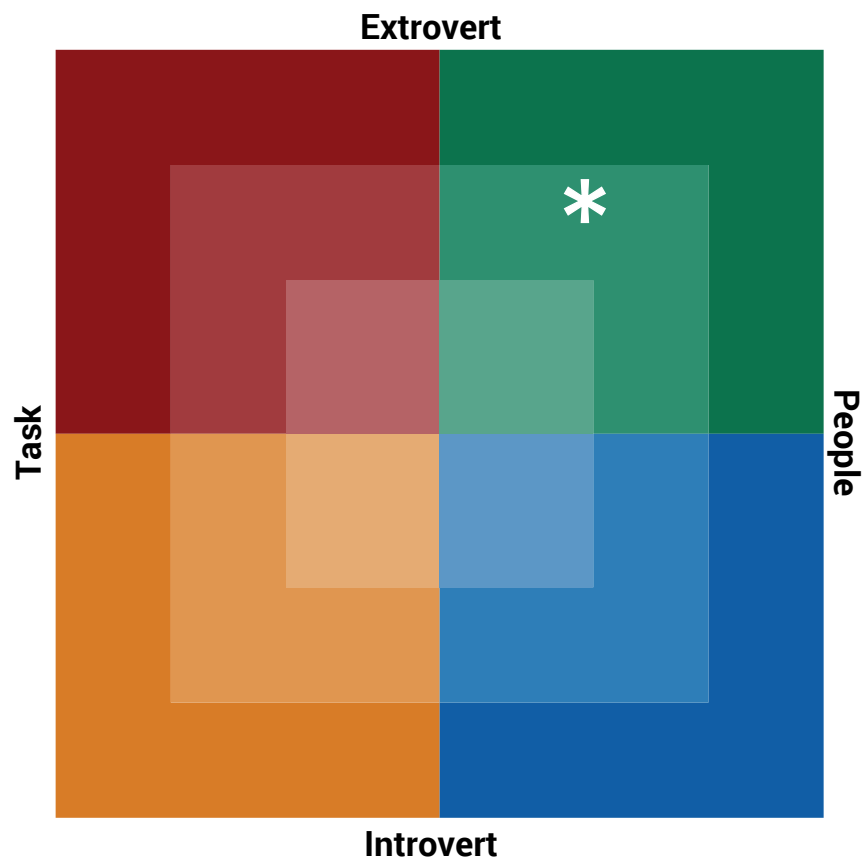
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

Interests in the GREEN quadrant include:

- selling and promoting
- persuading
- motivating people
- counseling or teaching
- working with people

Your Asterisk shows that you like to:

- sell or promote
- direct people
- motivate people
- build agreement between people
- persuade, counsel or teach





EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the GREEN quadrant, but it is also fairly close to the Blue quadrant. When you are working effectively, you are generally persuasive and insightful.

Usual Behaviors in the GREEN quadrant include being:

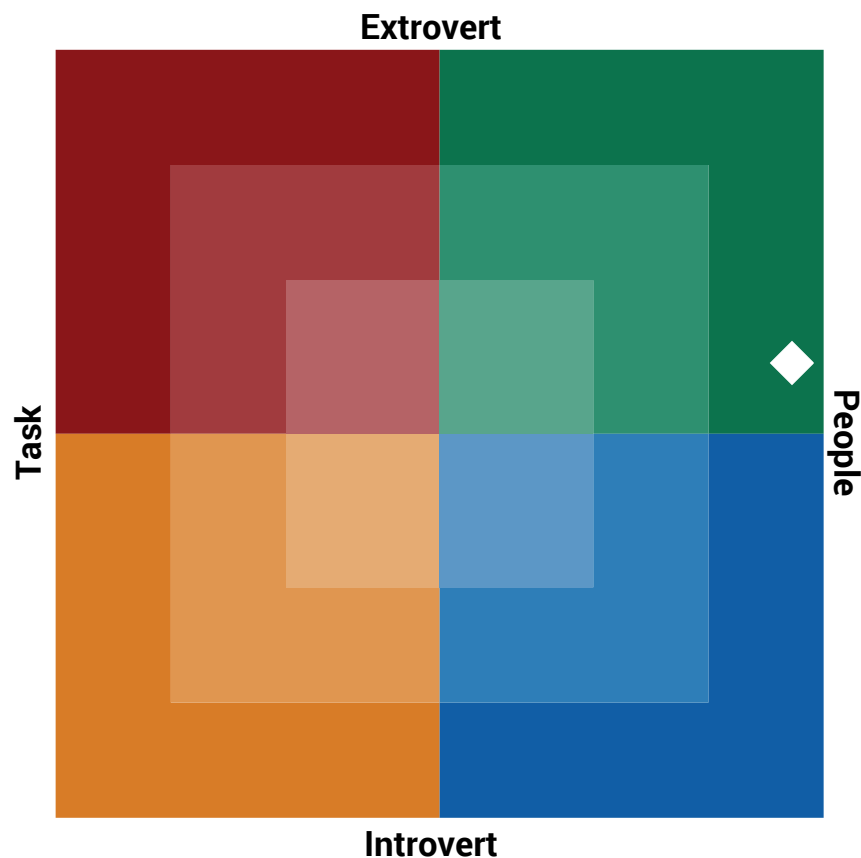
- competitive
- assertive
- flexible
- enthusiastic about new things

Your Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

Your Diamond shows that you also tend to be:

- selectively sociable
- thoughtful
- optimistic





EXPLANATION OF YOUR NEEDS (THE CIRCLE)

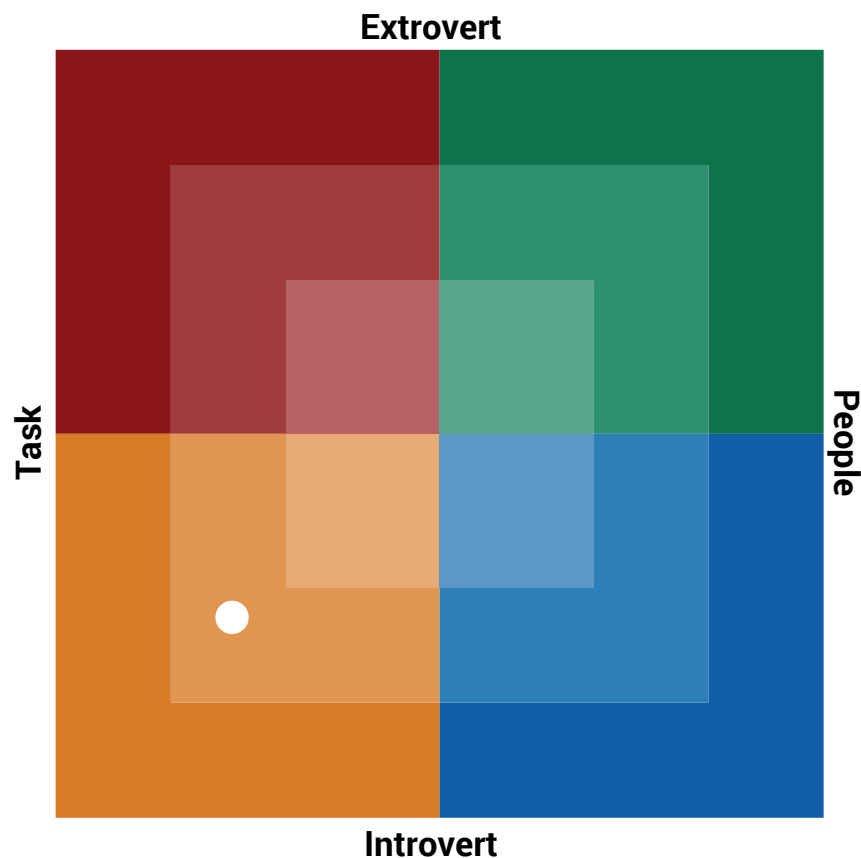
The support you need to develop your Usual Behavior is described by the Circle. Your Circle is in the YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.

Those with Needs in the YELLOW quadrant want others to:

- encourage an organized approach
- permit concentration on tasks
- offer an environment of trust
- be consistent

Your Circle shows 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





EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

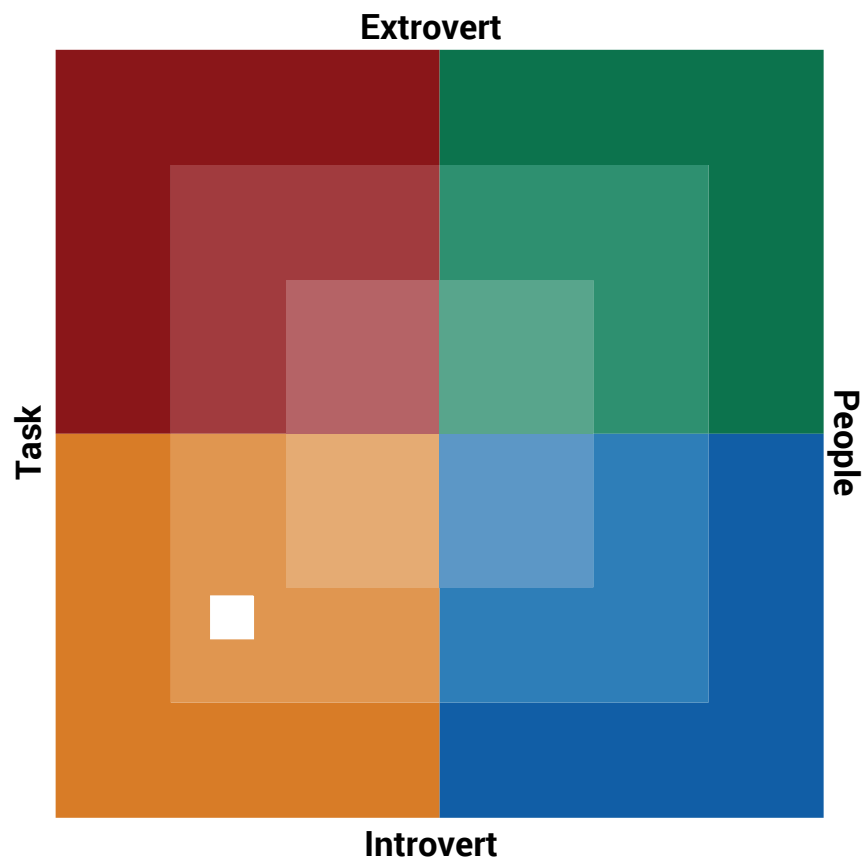
Your Stress Behavior is described by the Square. Your Square is in the YELLOW quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.

Those with Stress Behaviors in the YELLOW quadrant:

- become over-insistent on rules
- resist necessary change
- are reluctant to confront others
- may be taken in

Your Square shows that under stress you may become:

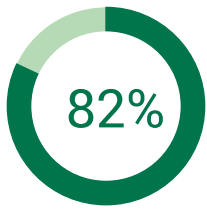
- over-controlling
- resistive to change
- conforming
- quietly resistive
- rigid



YOUR INTERESTS

This section looks at your interests. High scores indicate activities you enjoy. Low scores indicate areas you would prefer to avoid. Interests do not always translate to skill but do represent important motivators.

BIRKMAN INTERESTS

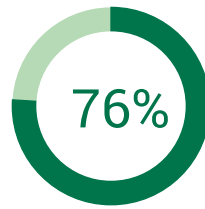


SOCIAL SERVICE

Helping, advocating for people

Activities include:

Teaching, counseling, volunteering

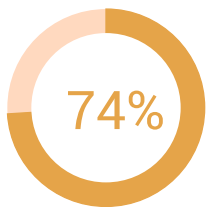


PERSUASIVE

Persuading, motivating, selling

Activities include:

Debating, influencing, promoting

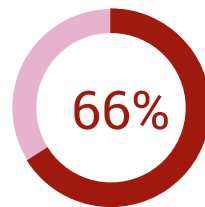


NUMERICAL

Working with numbers and data

Activities include:

Accounting, investing, analyzing

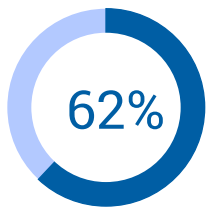


TECHNICAL

Hands-on work with technology and machinery

Activities include:

Programming, assembling, using gadgets

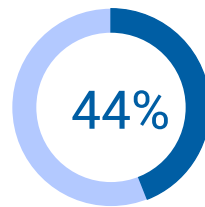


ARTISTIC

Creation, appreciation for arts, aesthetics

Activities include:

Painting, appreciating art, designing

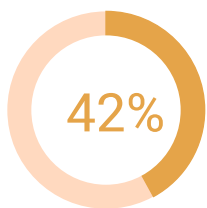


MUSICAL

Playing, singing or listening to music

Activities include:

Attending concerts, collecting and appreciating music

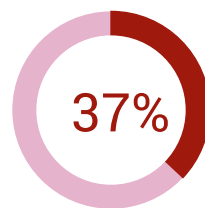


ADMINISTRATIVE

Systems, order and reliability

Activities include:

System tracking, record keeping, categorizing

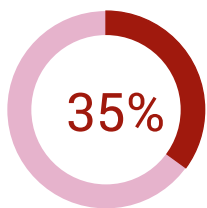


SCIENTIFIC

Research, analysis, intellectual curiosity

Activities include:

Investigating, exploring medicine, experimenting

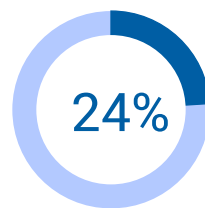


OUTDOOR

Work in an outdoor environment

Activities include:

Being outdoors, farming, gardening



LITERARY

Appreciation for language

Activities include:

Writing, reading, editing

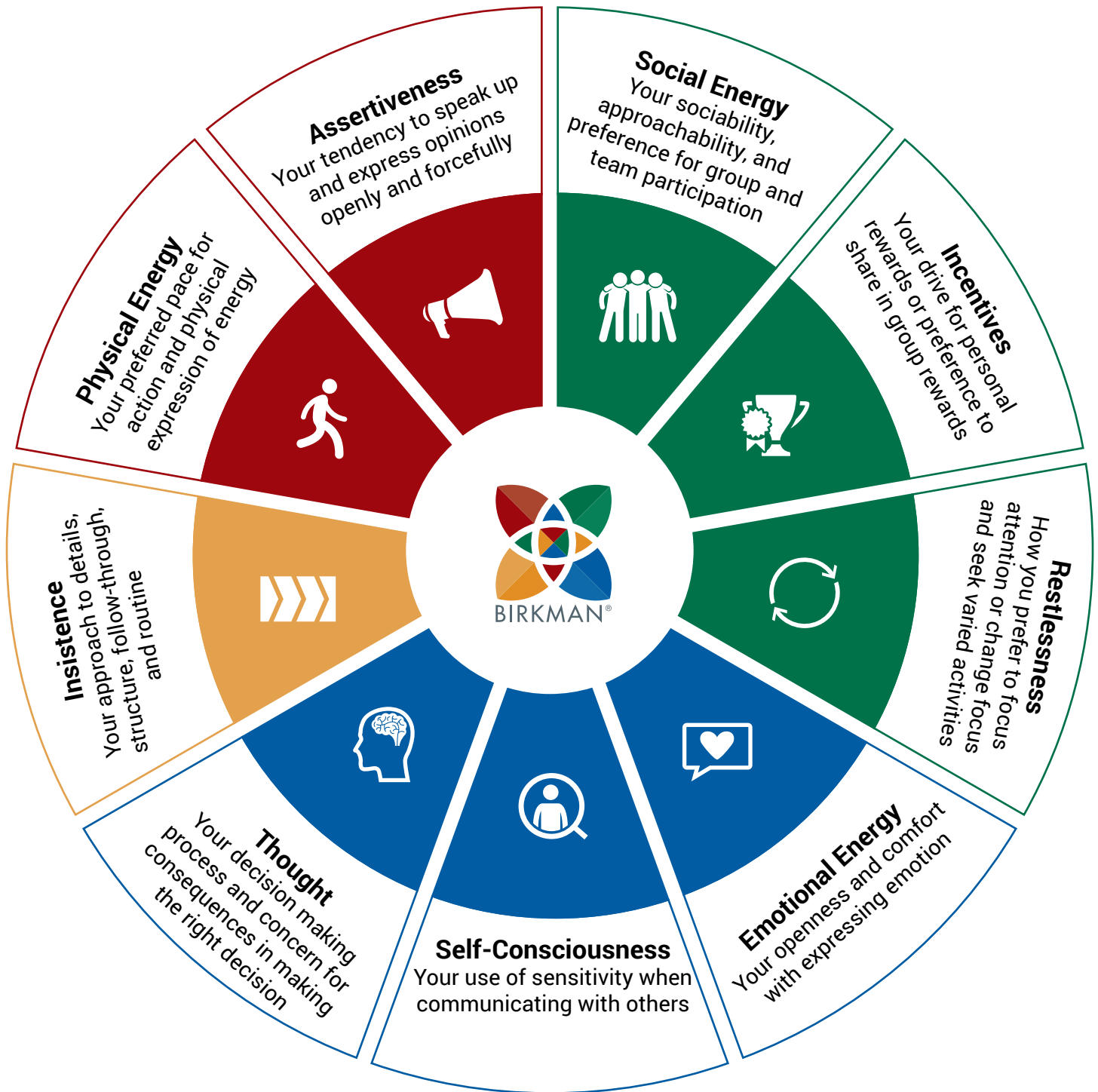
YOUR BEHAVIORS

This section takes an in-depth look at how you behave and what makes you tick. This section will also explore how you are likely to react when you find yourself in stressful situations.

BIRKMAN COMPONENTS



Birkman measures nine components of personality.




BIRKMAN COMPONENT DASHBOARD




Social Energy

Usual	Needs
38	17



Physical Energy

Usual	Needs
76	41




Emotional Energy

Usual	Needs
64	64




Self-Consciousness

Usual	Needs
21	14




Assertiveness

Usual	Needs
87	75




Insistence

Usual	Needs
76	42




Incentives

Usual	Needs
71	34



Restlessness

Usual	Needs
90	6



Thought

Usual	Needs
62	62

USUAL, NEEDS & STRESS



SOCIAL ENERGY

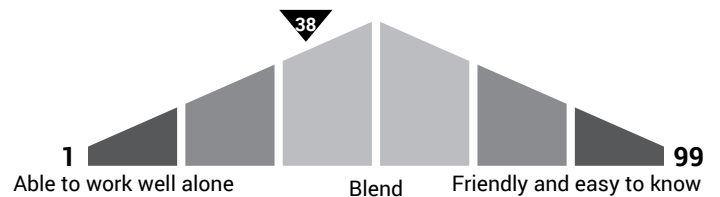
Your sociability, approachability, and preference for group and team participation

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.

Usual Behavior:

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

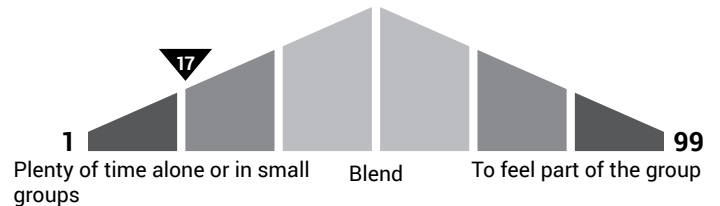
Usual Behavior



Needs:

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.

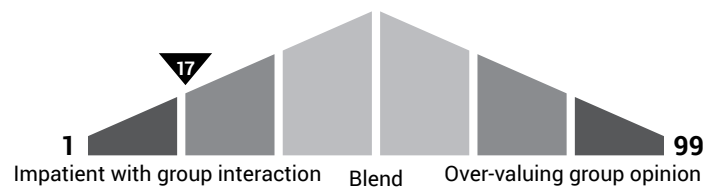
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- withdrawal
- impatience
- tendency to ignore groups

USUAL, NEEDS & STRESS



PHYSICAL ENERGY

Your preferred pace for action and physical expression of energy

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.

Usual Behavior:

- enthusiastic
- energetic
- forceful

Needs:

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.

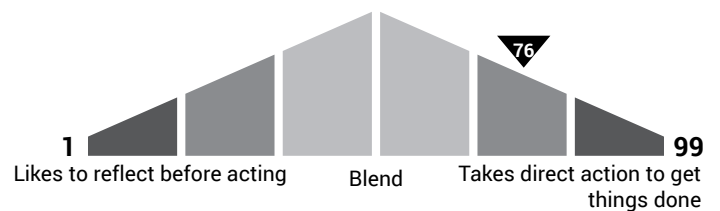
Causes of Stress:

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.

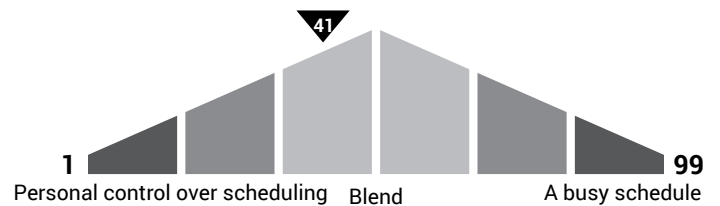
Possible Stress Reactions When Needs Are Not Met:

- edginess
- feeling fatigued

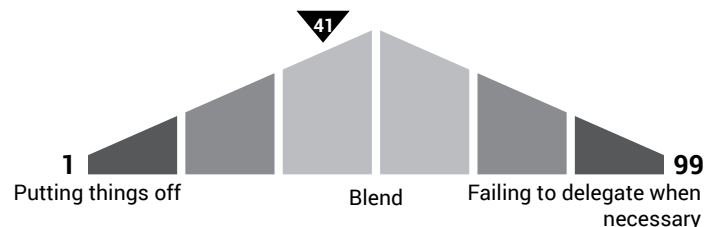
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



EMOTIONAL ENERGY

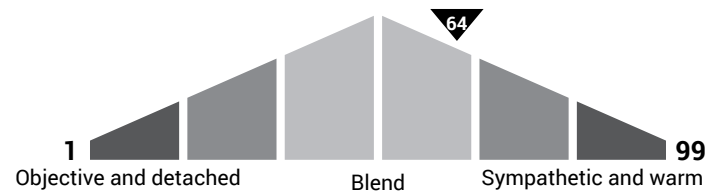
Your openness and comfort with expressing emotion

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.

Usual Behavior:

- objective, yet sympathetic
- warm, yet practical

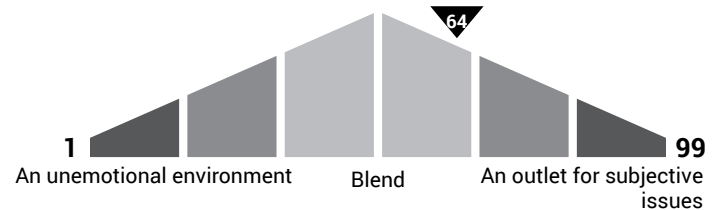
Usual Behavior



Needs:

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.

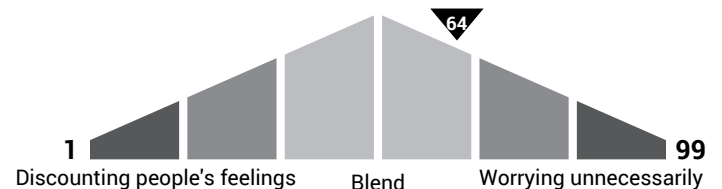
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- dejection
- becoming too impersonal
- loss of optimism

USUAL, NEEDS & STRESS



SELF-CONSCIOUSNESS

Your use of sensitivity when communicating with others

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.

Usual Behavior:

- unevasive
- matter-of-fact
- frank and open

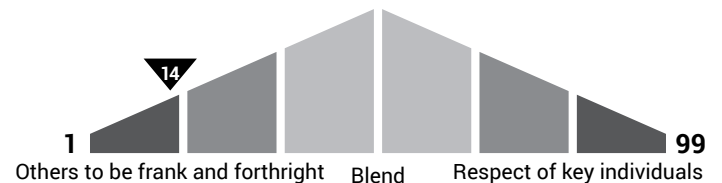
Usual Behavior



Needs:

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.

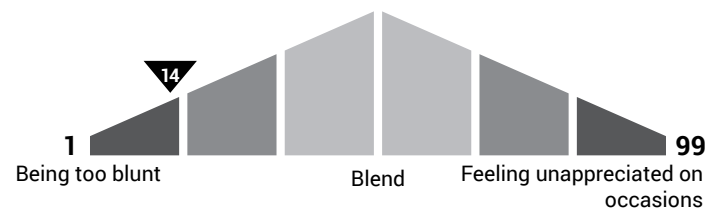
Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- reduced concern for others
- detachment
- tactless statements

USUAL, NEEDS & STRESS



ASSERTIVENESS

Your tendency to speak up and express opinions openly and forcefully

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.

Usual Behavior:

- self-assertive
- seeks to influence and excel
- enjoys exercising authority

Needs:

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.

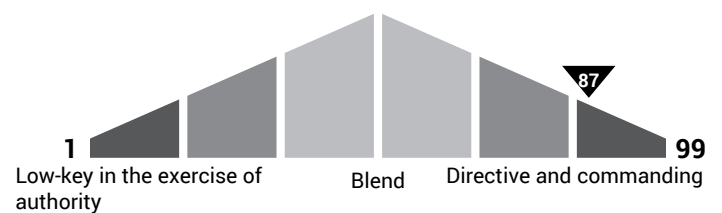
Causes of Stress:

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.

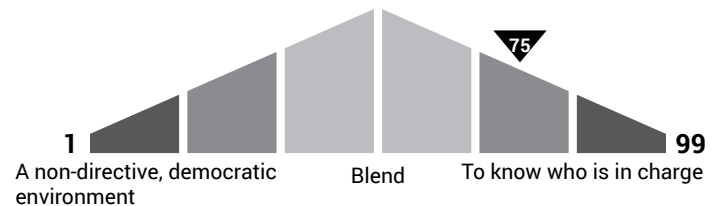
Possible Stress Reactions When Needs Are Not Met:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

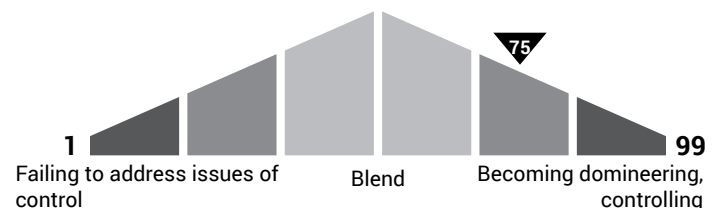
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



INSISTENCE

Your approach to details, structure, follow-through, and routine

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.

Usual Behavior:

- systematic
- detail-oriented
- procedure-minded

Needs:

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.

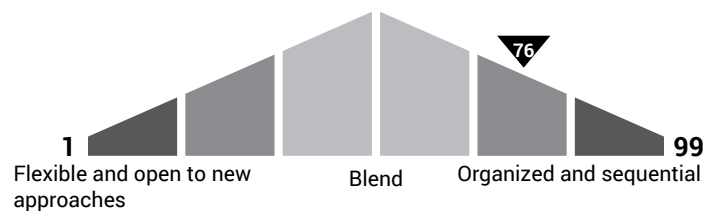
Causes of Stress:

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.

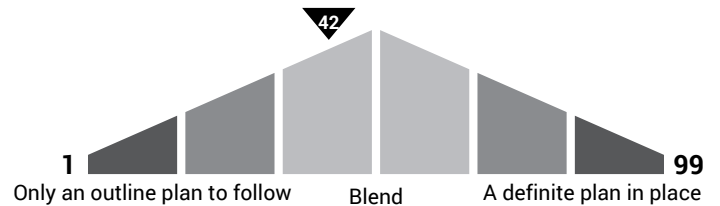
Possible Stress Reactions When Needs Are Not Met:

- de-emphasis on system
- over-controlling

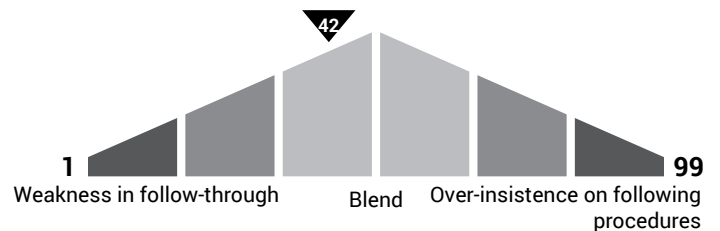
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



INCENTIVES

Your drive for personal rewards or preference to share in group rewards

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.

Usual Behavior:

- likes competition
- opportunity-minded
- resourceful

Needs:

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.

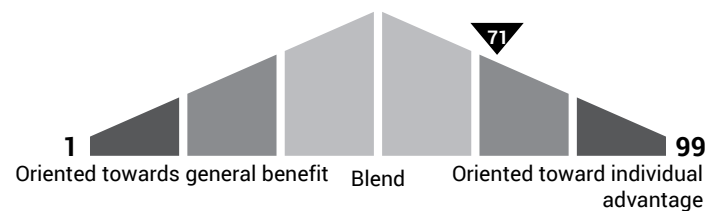
Causes of Stress:

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.

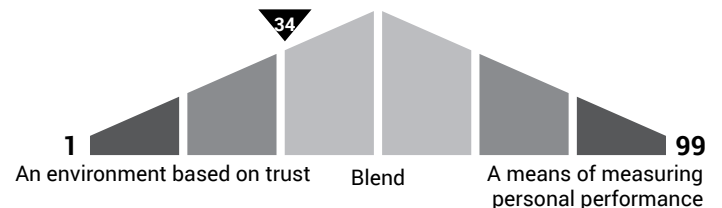
Possible Stress Reactions When Needs Are Not Met:

- being self-promotional
- becoming distrustful
- opportunity minded

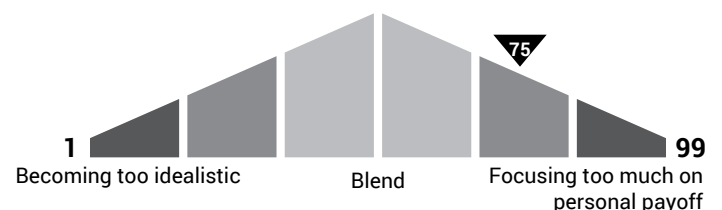
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



RESTLESSNESS

How you prefer to focus attention or change focus and seek varied activities

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.

Usual Behavior:

- takes changes in stride
- responsive and attentive
- adaptive

Needs:

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.

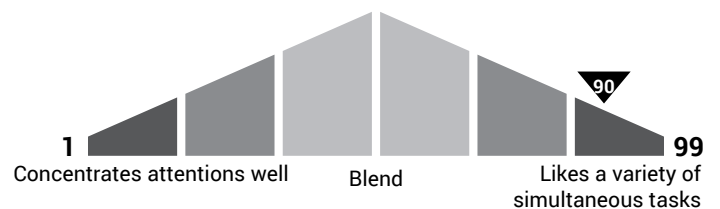
Causes of Stress:

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.

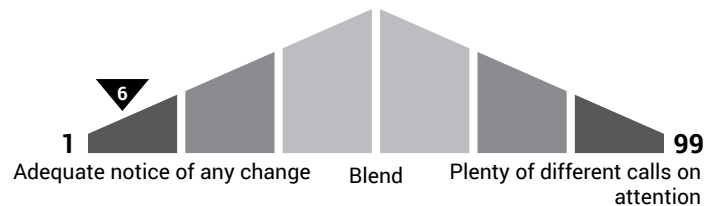
Possible Stress Reactions When Needs Are Not Met:

- difficulty controlling restlessness
- concentration problems
- annoyance at delays

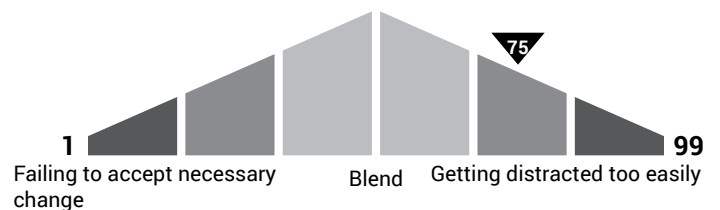
Usual Behavior



Needs



Stress Behavior



USUAL, NEEDS & STRESS



THOUGHT

Your decision making process and concern for consequences in making the right decision

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.

Usual Behavior:

- thoughtfully decisive
- considers future and immediate consequences

Needs:

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.

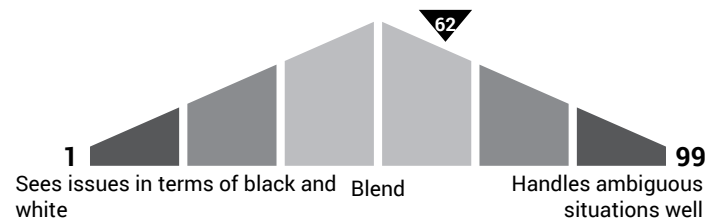
Causes of Stress:

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.

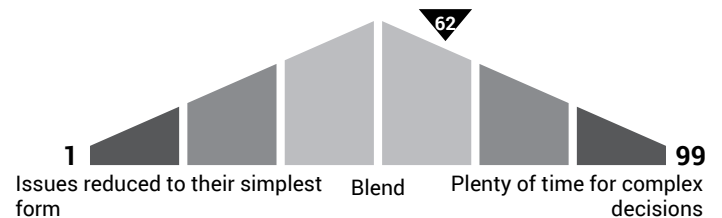
Possible Stress Reactions When Needs Are Not Met:

- delaying actions
- impatience

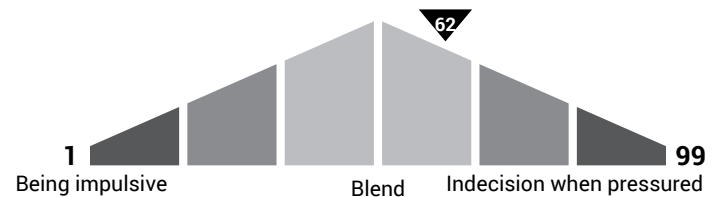
Usual Behavior



Needs



Stress Behavior





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

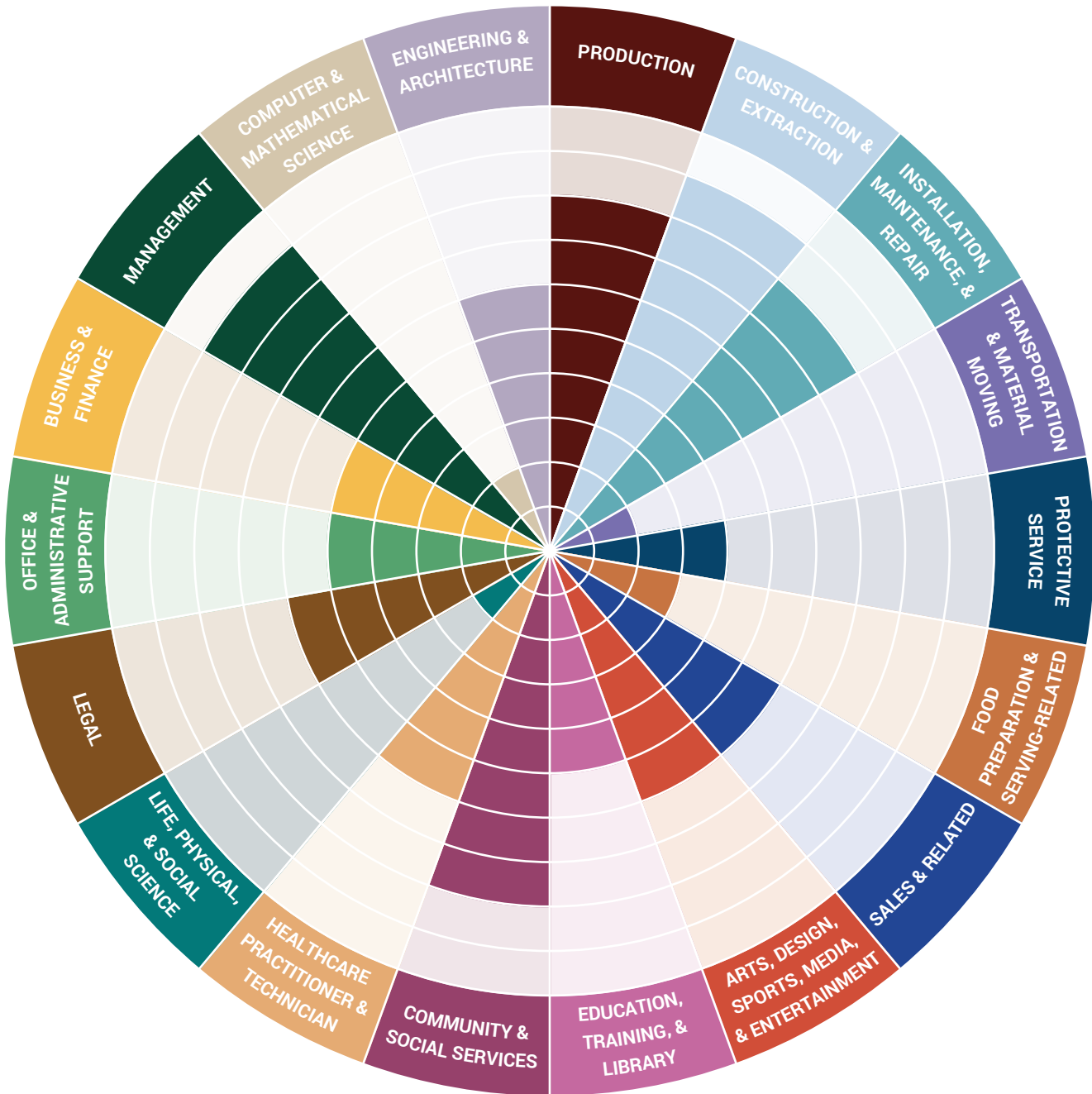
YOUR CAREER EXPLORATION

This section takes the information we have covered thus far and matches your personality profile to career families.

CAREER EXPLORATION OVERVIEW



The Career Exploration Overview is intended to expose you to the in-depth occupational information the Birkman measures. This page displays your strongest career options based upon your scores for Interests, Usual Behavior and Needs. This information will give you a better understanding of yourself and the careers in which you will be most comfortable.



Why might knowing this be helpful to you?


It depends on your career goals. If you are interested in exploring career fields, now or in the future, your Birkman results provide meaningful data around job families you may wish to consider and explore. They are not designed to be a predictor of success nor limit your exploration. Instead, we hope that you may use this data to formulate a deeper understanding of your ideal environments and the jobs you might enjoy.

CAREER EXPLORATION OVERVIEW




This section gives you additional information on the Job Families you most closely match. If you are interested in a more detailed career exploration that includes your match to specific careers, request a copy of your Career Exploration Report from your Birkman Consultant.


Your Top 6 Career Areas to Explore




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.




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).




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.



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.



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.



Engineering & Architecture
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.

YOUR ACTION PLAN

It's time to put your learning into action!
This section allows you to document
your learning and commit to future
goals.

YOUR ACTION PLAN



TIP: You can type in the fields and save this PDF.

After reviewing this profile, what key points or insights did you gain about yourself or others? What might be the most relevant or valuable to you at this time?

What commitments, lessons learned, or areas for further exploration might you have?

Key Insights	Relevant Actions	Dates

What strengths could you build on? What areas could you develop?

Build	Develop

Who would benefit from knowing this information? What content could be most beneficial to share? Do you have a timeline to share these insights?

Who will you share this with?	What will you share?	By when will you do it?

How will you hold yourself accountable in continuing to learn and seek feedback?



BIGGEST MISTAKES OTHERS CAN MAKE WITH YOU

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

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



HANDLING CONFLICT

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

SECTION A: Your effective approach to handling conflict

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

SECTION B: Your less effective approach

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

SECTION C: Increasing your effectiveness

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



HANDLING CONFLICT

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



RELATIONAL DISRUPTERS

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

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

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

SECTION B: How others may unintentionally annoy you

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



RELATIONAL DISRUPTERS

SECTION C: Avoiding "derailers" and becoming more effective

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



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