

A CUSTOM

**BIRKMAN**

REPORT SET

THIS REPORT WAS PREPARED FOR:  
OWEN EVANS (G5943S)  
DATE PRINTED | July 12 2018



# SIGNATURE SUMMARY



## BIRKMAN COMPONENTS

Social Energy

Usual

Needs

84

62

Physical Energy

Usual

Needs

66

76

Emotional Energy

Usual

Needs

37

75

Self-Consciousness

Usual

Needs

9

94

Assertiveness

Usual

Needs

23

23

Insistence

Usual

Needs

16

7

Incentives

Usual

Needs

8

34

Restlessness

Usual

Needs

68

68

Thought



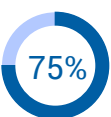
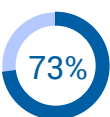

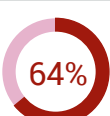
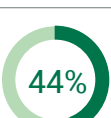
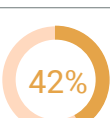
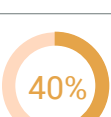
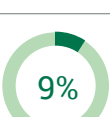
Usual

Needs

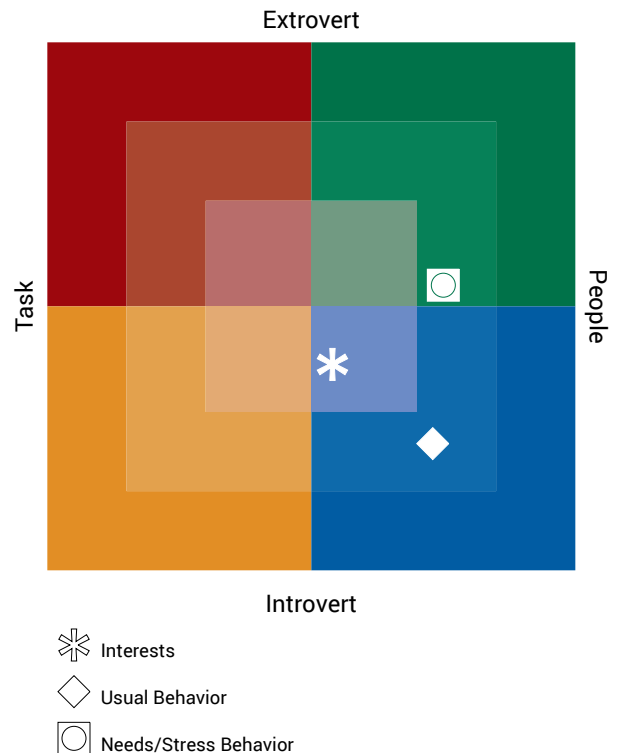
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92

## BIRKMAN INTERESTS

 <b>Literary</b>	 <b>Technical</b>
 <b>Musical</b>	 <b>Artistic</b>
 <b>Outdoor</b>	 <b>Scientific</b>
 <b>Persuasive</b>	 <b>Administrative</b>
 <b>Numerical</b>	 <b>Social Service</b>

## BIRKMAN MAP





## OWEN EVANS

In *working with others*, he is self-conscious underneath, and wants to be held in high regard; socially responsive, he prefers casual relationships.

When *giving or accepting direction*, he requires flexible rules and procedures; he prefers to suggest rather than actively direct or dominate, and is anxious to please.

As to *competitiveness and stamina*, he is idealistic and trustful; he is positive in outlook, but his enthusiasm lessens under pressure. He is thoughtful, paced and patient, but he needs activity and purposeful work and dislikes long periods of inaction.

When *organizing or planning*, he is responsive and attentive, adapting more easily than most to changes in routine; he is generally restrained, but will appreciate opportunities to act on his own initiative. While he worries unnecessarily during the process of making decisions, he firmly commits to final decisions once they are made.

## SUGGESTIONS FOR COACHING OWEN EVANS

Avoid assignments that involve prolonged solitude; focus on team-oriented goal. ***Social Energy***

Provide definite, scheduled responsibilities and practical work activities. ***Physical Energy***

Provide positive reassurance to keep his performance up to par. ***Emotional Energy***

\* Make a point of patiently listening to his explanations and discussions. ***Self-consciousness***

Keep relationships pleasant and non-aggressive. ***Assertiveness***

\* Avoid being restrictive, even when giving instructions. "Insist" as little as possible. ***Insistence***

Provide both long term and short term incentives. ***Incentives***

Provide varied but scheduled work activities. ***Restlessness***

\* Provide extra help when decisions must be changed. ***Thought***

\* Particularly significant; may impact other areas

# USUAL, NEEDS & STRESS



## SOCIAL ENERGY

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

Your natural friendliness toward others keeps you interested and involved in the activities of groups. As a rule, you are accepting of people and are at ease in most social situations. Genuine social awareness is one of your real strengths.

### Usual Behavior:

- sociable
- communicative
- at ease in groups

### Usual Behavior



### Needs:

However, it is necessary for you to have a reasonable amount of time to spend by yourself or in the company of one or two other people. A balance of group and private activities is best, as this allows you to maintain your sense of well-being.

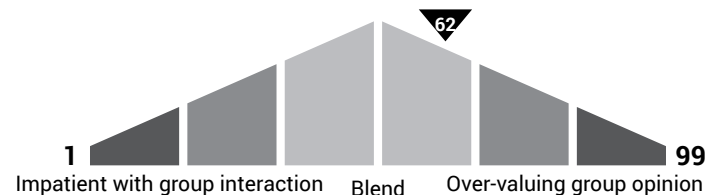
### Needs



### Causes of Stress:

Too much time spent on solitary activities can result in feelings of loneliness; but you may also find yourself anxious to relieve the pressure of continuous social or group activities.

### Stress Behavior



### Possible Stress Reactions When Needs Are Not Met:

- withdrawal
- over-eagerness to please the group

# USUAL, NEEDS & STRESS



## PHYSICAL ENERGY

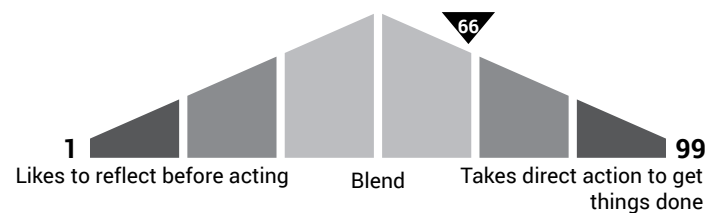
Your preferred pace for action and physical expression of energy

Among your considerable assets is a recognition of the need to combine action with careful and thoughtful planning. However, you tend to emphasize the thought process so that you minimize needless wasting of your valuable energy.

### Usual Behavior:

- good work capacity
- thoughtful, yet energetic
- balance of vigor and reflection

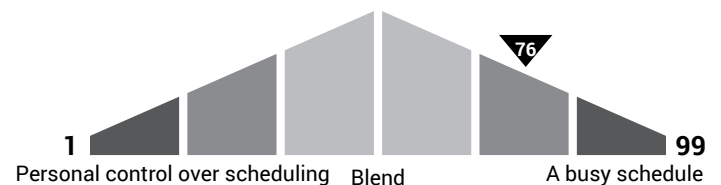
### Usual Behavior



### Needs:

Although you personally like to devote some time to thinking and planning, you also expect your environment to be more action-oriented. You need a background of definite things to do and opportunities to be physically active.

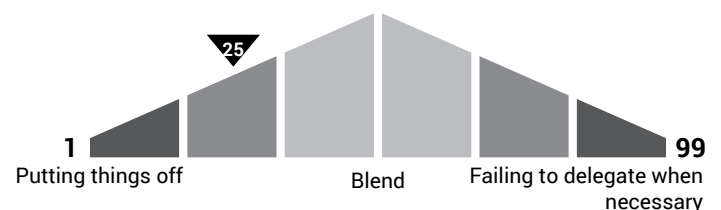
### Needs



### Causes of Stress:

Because your need is at some variance to your preferred style, you respond adversely to lack of stimulus from your surroundings. You can become dispirited and unexpectedly fatigued in such a situation.

### Stress Behavior



### Possible Stress Reactions When Needs Are Not Met:

- delaying necessary action
- tedium and boredom
- over-emphasis on reflection

# USUAL, NEEDS & STRESS



## EMOTIONAL ENERGY

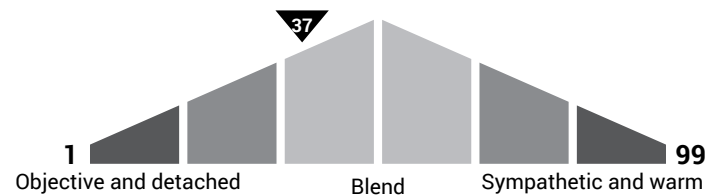
Your openness and comfort with expressing emotion

You prefer not to get too involved in the emotional problems of other people, recognizing the importance of keeping the facts in sight. But at the same time, you have a genuine understanding and even sympathy for others' feelings.

### Usual Behavior:

- objective, yet warm
- sympathetic, yet practical

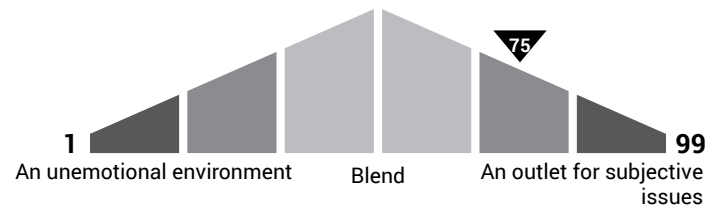
### Usual Behavior



### Needs:

By contrast, you function best in surroundings which encourage you and others to express and work out your emotional responses. You need to feel that your problems are important to others, that others are aware of your personal feelings.

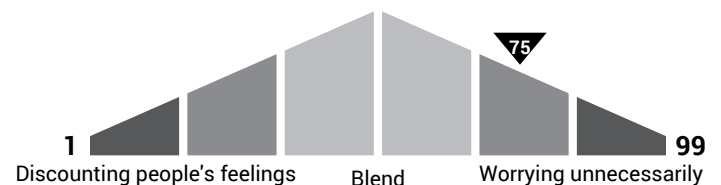
### Needs



### Causes of Stress:

When you sense that your feelings are being overlooked or ignored by others, you are inclined to overemphasize the importance of your feelings and become dispirited, perhaps even getting depressed.

### Stress Behavior



### Possible Stress Reactions When Needs Are Not Met:

- becoming overly sensitive
- loss of objectivity
- strong discouragement

# USUAL, NEEDS & STRESS



## SELF-CONSCIOUSNESS

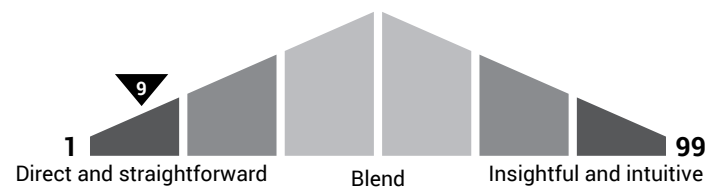
Your use of sensitivity when communicating with others

You project a certain ease and confidence as a result of your ability to be direct and to-the-point. People tend to notice how relaxed and comfortable you are around others.

### Usual Behavior:

- frank and direct
- unevasive
- matter-of-fact

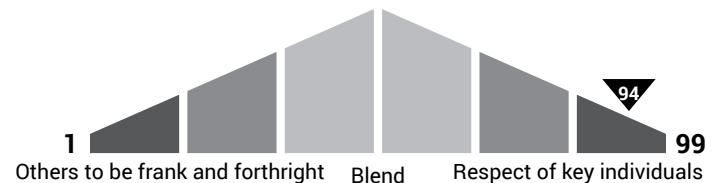
### Usual Behavior



### Needs:

In contrast to your usual style of behavior, you have an underlying need to feel the genuine respect and appreciation of those who are close to you. You must have ample opportunity to explain and justify your point of view.

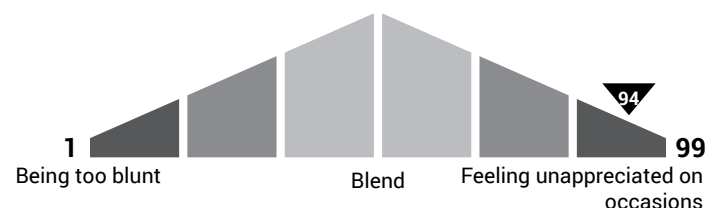
### Needs



### Causes of Stress:

Because your needs are not obvious from your usual behavior, it is easy for others to mistakenly assume that you need to be treated in a frank and direct manner. This may result in your having your feelings hurt on occasion.

### Stress Behavior



### Possible Stress Reactions When Needs Are Not Met:

- embarrassment
- shyness
- over-sensitivity

# USUAL, NEEDS & STRESS



## ASSERTIVENESS

Your tendency to speak up and express opinions openly and forcefully

You deal with people best on the basis of discussion and suggestion. When giving direction to others, you have the decided asset of asking rather than telling, and you come across to others as pleasant and easy-going.

### Usual Behavior:

- pleasant
- agreeable
- self-directive

### Needs:

For highest productivity, you need a peaceful environment. You respond best to people who involve you in the decision-making process rather than order you to follow other people's instructions.

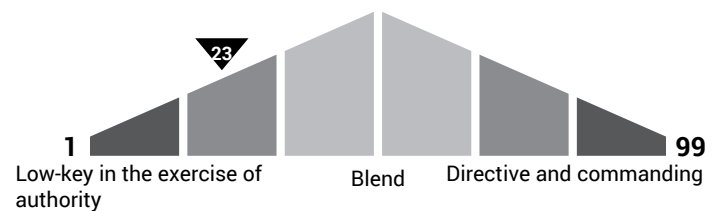
### Causes of Stress:

Direct confrontations are likely to make you uncomfortable, especially when they become personal or emotional. You may feel intimidated by highly authoritarian people.

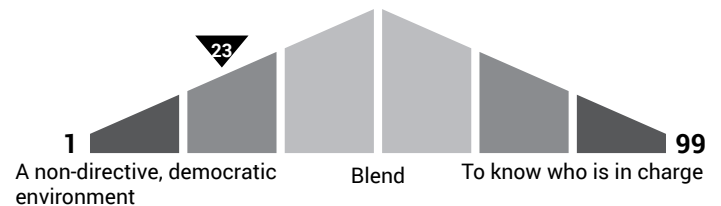
### Possible Stress Reactions When Needs Are Not Met:

- resistance to others' direction
- difficulty speaking up
- avoidance of open disagreement

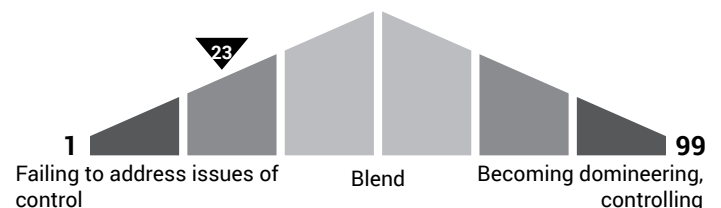
### Usual Behavior



### Needs



### Stress Behavior





# USUAL, NEEDS & STRESS



## INSISTENCE

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

You possess a genuine flexibility which allows you to think and plan independently of established system and procedure. A readiness to try out new methods highlights the strength of your self-starting, self-motivating approach.

### Usual Behavior:

- acts on own initiative
- enjoys planning
- flexible

### Needs:

Similarly, you are at your best in surroundings which minimize the imposition of structure on your activities. Freedom from close control allows maximum use of your strengths.

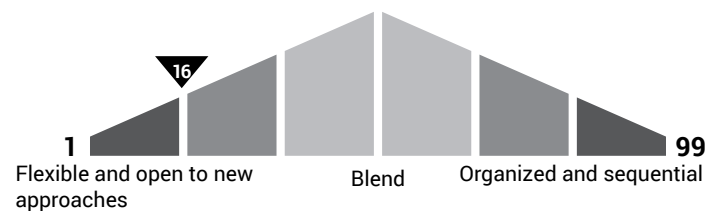
### Causes of Stress:

The asset of flexibility can at times become a liability as well. If important details are overlooked during the planning process, you are prone to experience frustration resulting from last-minute patching and fixing.

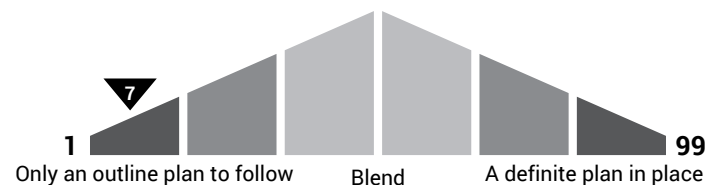
### Possible Stress Reactions When Needs Are Not Met:

- weakened follow-through
- resistance to routine
- neglect of system and order

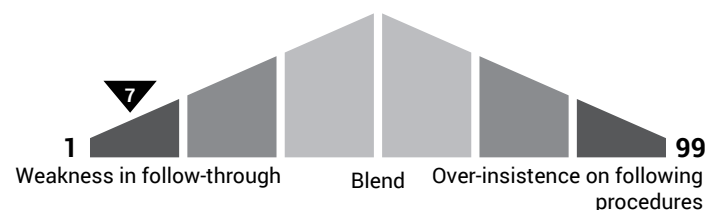
### Usual Behavior



### Needs



### Stress Behavior



# USUAL, NEEDS & STRESS



## INCENTIVES

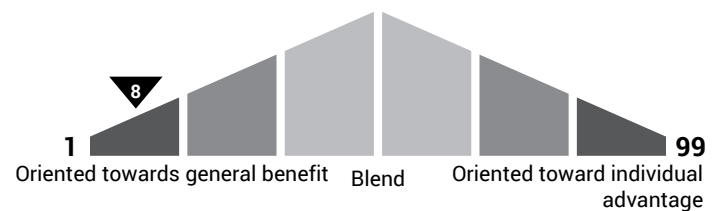
Your drive for personal rewards or preference to share in group rewards

As a predominantly idealistic person, you value cooperative effort and the concepts of trust, loyalty and team spirit. You can think and reason in terms of intangible benefits, and prefer to minimize face-to-face, competitive rivalry.

### Usual Behavior:

- trustful
- loyal
- service-oriented

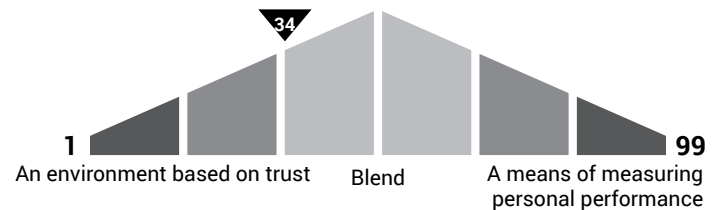
### Usual Behavior



### Needs:

Underneath, you expect a certain amount of competition, and need some reassurance concerning your personal advancement. While you value team effort, it is good for you to receive recognition for individual effort.

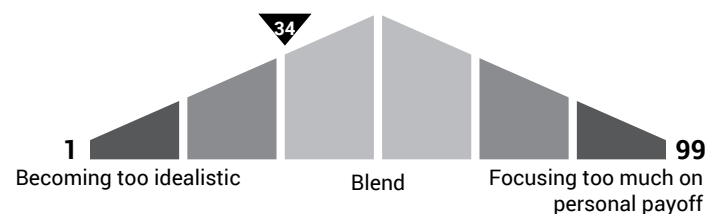
### Needs



### Causes of Stress:

Your respectful attitudes can complicate matters when you are involved in face-to-face conflicts, since your feelings and opinions are stronger than they appear to be. Also, you can find others who are opportunistic or unrealistic a source of discomfort.

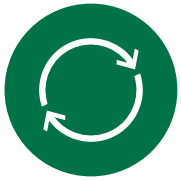
### Stress Behavior



### Possible Stress Reactions When Needs Are Not Met:

- becoming distrustful
- becoming impractical

# USUAL, NEEDS & STRESS



## RESTLESSNESS

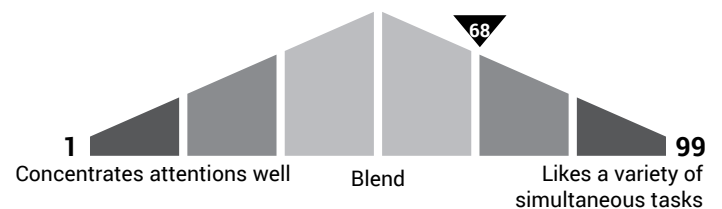
How you prefer to focus attention or change focus and seek varied activities

A sense of novelty and adventure distinguishes the strength you display in your readiness to start new things. You have an above-average resilience to change, an asset which stems from your adaptability to fresh and stimulating activities.

### Usual Behavior:

- easy to stimulate
- responsive and attentive
- adaptive

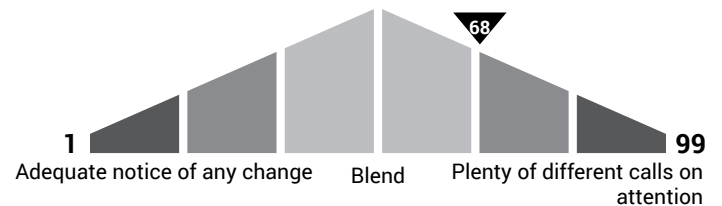
### Usual Behavior



### Needs:

In the same way, you respond best to situations and surroundings which offer frequent changes of activity. You get positive reinforcement from an environment that allows you to move around.

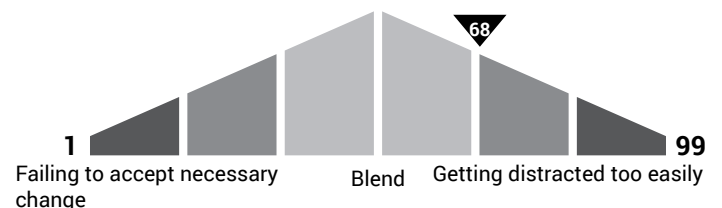
### Needs



### Causes of Stress:

Excessive emphasis on routine can easily put you under pressure. Without the stimulation of novelty and change you are likely to become restless and annoyed.

### Stress Behavior



### Possible Stress Reactions When Needs Are Not Met:

- annoyance at delays
- problems with self-discipline
- inability to concentrate

# USUAL, NEEDS & STRESS



## THOUGHT

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

You generally dislike making quick or snap decisions. It is your nature to think things through carefully before acting. You are able to see many shades of gray, and consider the subtle sides of issues that others may miss.

### Usual Behavior:

- thoughtful
- reflective
- concerned about consequences

### Needs:

It is important for you to have ample time to carry out your thoughtful approach to making decisions - looking carefully at all aspects of issues and considering the consequences of each.

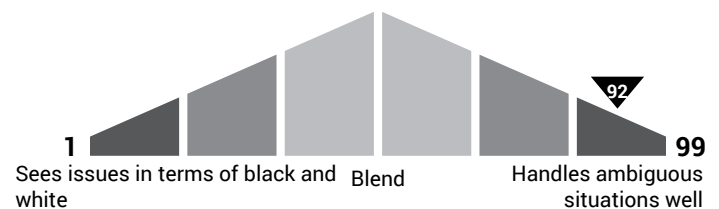
### Causes of Stress:

Since you constantly think of other ways that a project could be handled, you may have difficulty coping with a problem in a casual manner. Being pushed to make a decision can make you feel rushed and hurried, leading to feelings of insecurity.

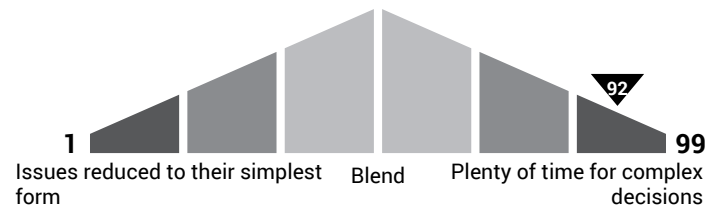
### Possible Stress Reactions When Needs Are Not Met:

- indecision
- over-emphasis on future
- negative reaction to quick decisions

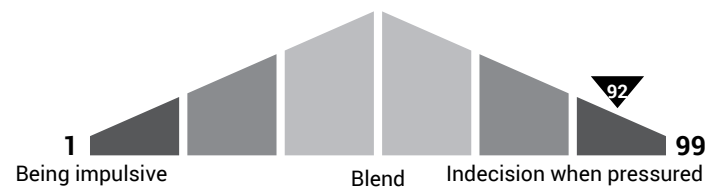
### Usual Behavior



### Needs



### Stress Behavior



# CHALLENGE & FREEDOM



## CHALLENGE

Self Imposed Demands

You are able to avoid being too self-confident as well as being overly critical, largely a result of your balanced outlook on yourself and other people. Recognizing that everyone has both strengths and weaknesses, you have an "I'm OK, you're OK" attitude.

### Usual Behavior:

- enthusiastic
- analytical, but also accepting
- balance of introspection and confidence

### Needs:

You will be most comfortable in the company of others who share your general outlook and who provide mutual support and encouragement. The satisfaction of an occasional challenge can reassure you and help keep you in touch with your strengths.

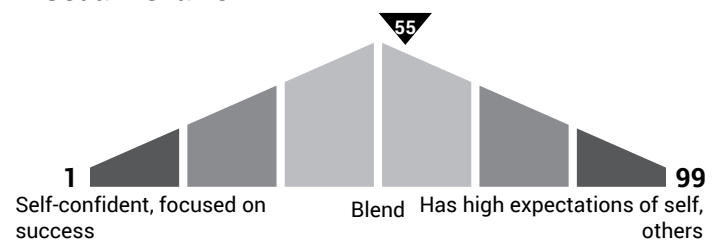
### Causes of Stress:

You may find it difficult to relate to others who seem to be self-confident in the extreme, or who are too critical and demanding of themselves or others.

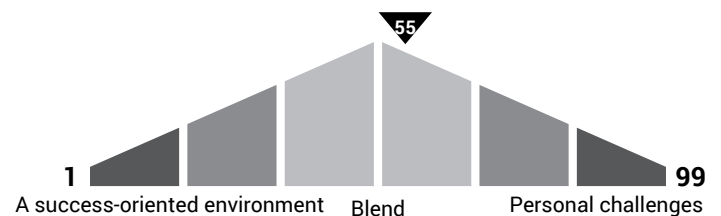
### Possible Stress Reactions When Needs Are Not Met:

- reduced emotional strength
- becoming self-punishing
- oppositional attitudes

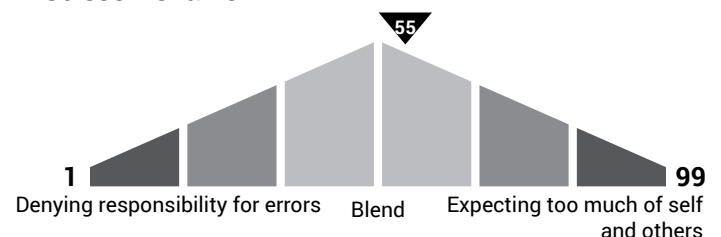
### Usual Behavior



### Needs



### Stress Behavior



# CHALLENGE & FREEDOM



## FREEDOM

Personal Independence

Your style is to strike a balance between the unorthodox and the conventional. You can resist the temptation to be individualistic for its own sake, but you are not bound by convention.

### Usual Behavior:

- balances conformity and independence
- individualistic, yet restrained
- consistent, but distinctive

### Needs:

However, your need in this area is rather more oriented toward individuality and self-expression. It is best when you can sense an emphasis on independence of attitude and outlook; an overall environment which allows you plenty of personal freedom.

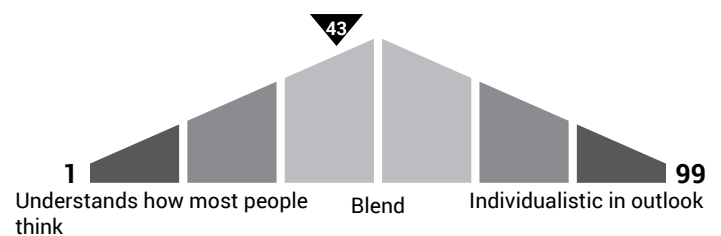
### Causes of Stress:

Because of your rather strong needs, you may be prone to demonstrate your personal freedom, especially when you feel pressure to be conforming. This can result in your becoming overly-individualistic, perhaps even rebellious.

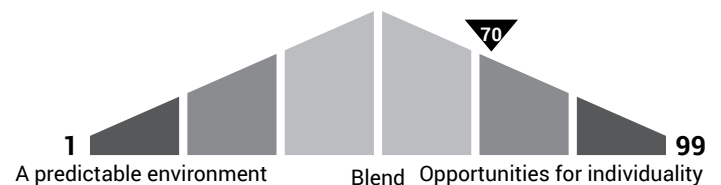
### Possible Stress Reactions When Needs Are Not Met:

- non-conformist attitudes
- becoming too independent
- misjudging others

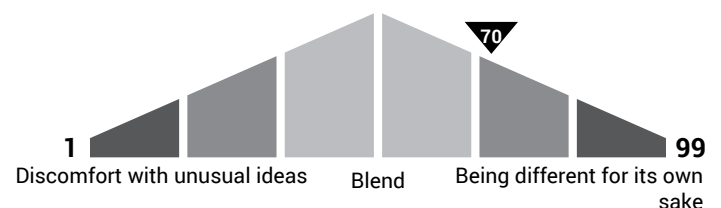
### Usual Behavior



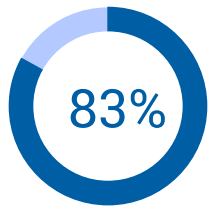
### Needs



### Stress Behavior



# BIRKMAN INTERESTS

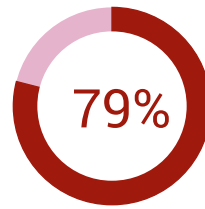


## LITERARY

Appreciation for language

**Activities include:**

Writing, reading, editing

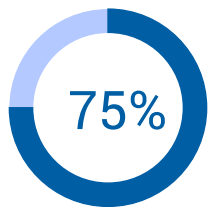


## TECHNICAL

Hands-on work with technology and machinery

**Activities include:**

Programming, assembling, using gadgets

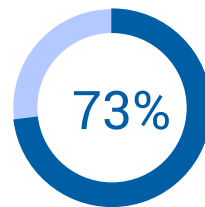


## MUSICAL

Playing, singing or listening to music

**Activities include:**

Attending concerts, collecting and appreciating music

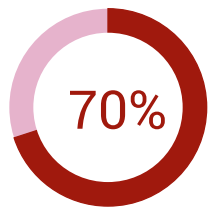


## ARTISTIC

Creation, appreciation for arts, aesthetics

**Activities include:**

Painting, appreciating art, designing

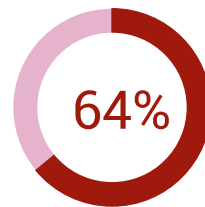


## OUTDOOR

Work in an outdoor environment

**Activities include:**

Being outdoors, farming, gardening

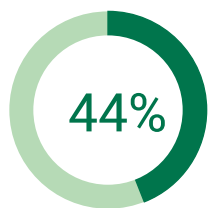


## SCIENTIFIC

Research, analysis, intellectual curiosity

**Activities include:**

Investigating, exploring medicine, experimenting

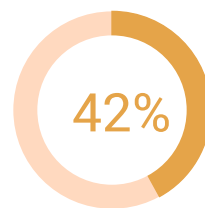


## PERSUASIVE

Persuading, motivating, selling

**Activities include:**

Debating, influencing, promoting

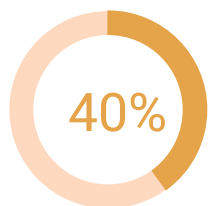


## ADMINISTRATIVE

Systems, order and reliability

**Activities include:**

System tracking, record keeping, categorizing

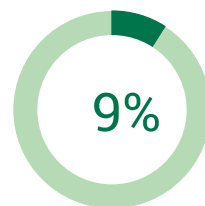


## NUMERICAL

Working with numbers and data

**Activities include:**

Accounting, investing, analyzing



## SOCIAL SERVICE

Helping, advocating for people

**Activities include:**

Teaching, counseling, volunteering

# 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.



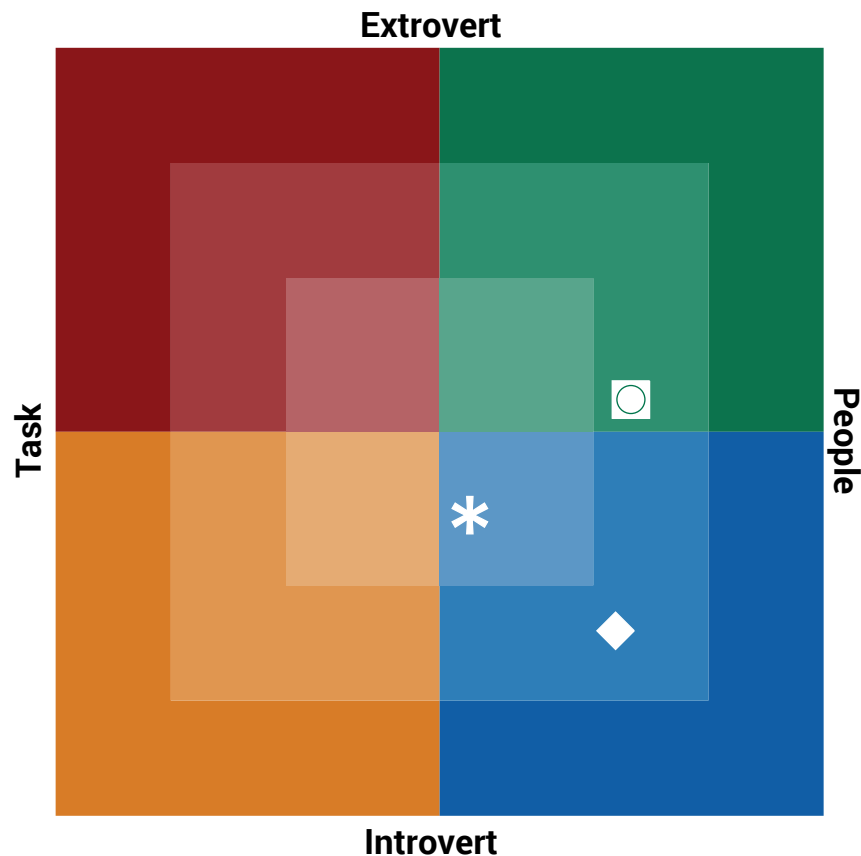
**USUAL BEHAVIOR** - The Diamond represents how you usually behave. These are your strengths, and they compose your best, most productive style. This is how other people see you. Usual Behavior is how you act when your Needs have been met.



**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) \*

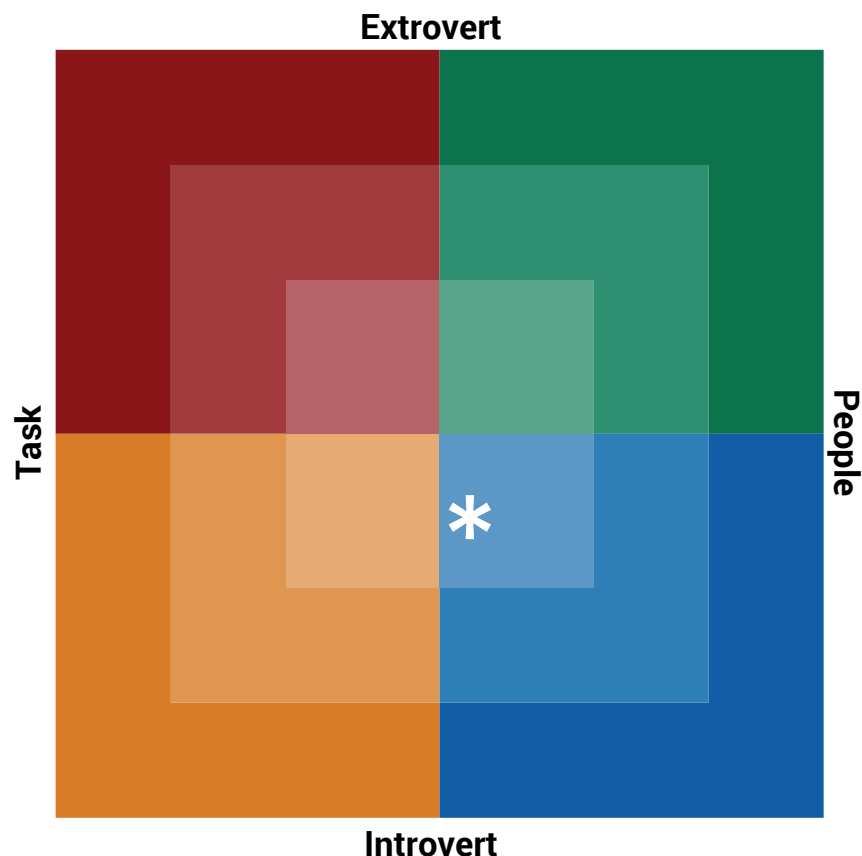
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the BLUE quadrant, but it is fairly close to the middle of the Map. While you like activities with a creative emphasis, you may well combine these with interests in activities associated with all quadrants of the Map.

Interests in the BLUE quadrant include:

- planning
- dealing with abstraction
- thinking of new approaches
- innovating
- working with ideas

Your Asterisk shows that you like to:

- focus on planning
- have a variety of interests
- spend time working in different areas
- have opportunities to work in areas of secondary interest
- influence people indirectly





## EXPLANATION OF YOUR USUAL BEHAVIOR (THE DIAMOND)

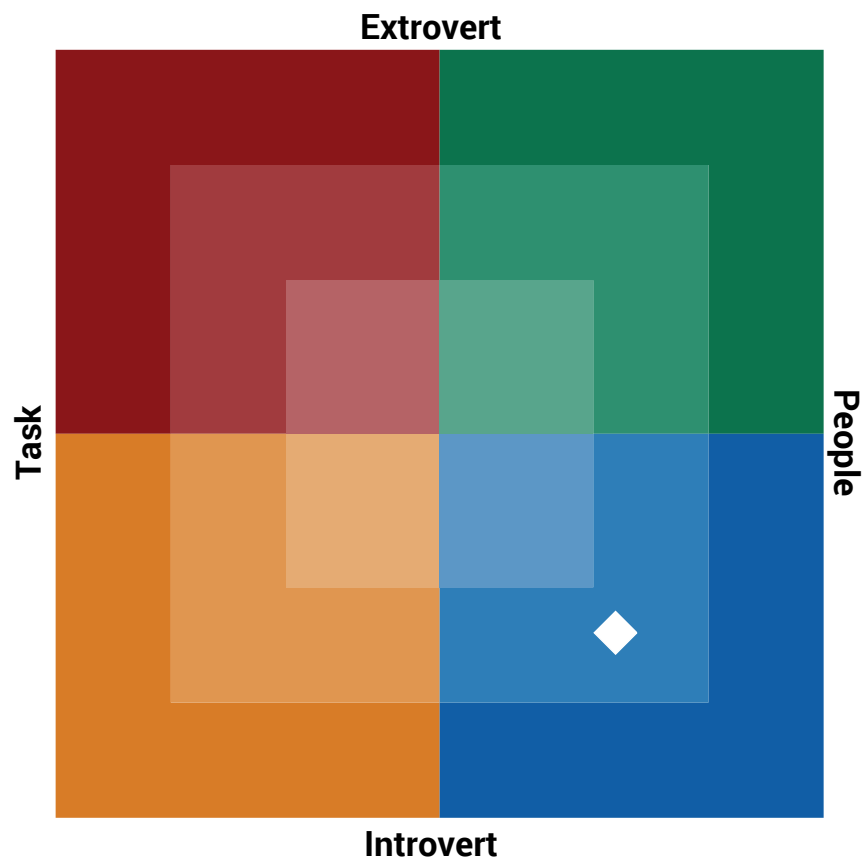
The productive way you set about your tasks is described by the Diamond. Your Diamond is in the BLUE quadrant. When you are working effectively, you tend to be reflective and creative.

Usual Behaviors in the BLUE quadrant include being:

- insightful
- selectively sociable
- thoughtful
- reflective
- optimistic

Your Diamond shows that you are usually:

- insightful
- optimistic
- thoughtful
- selectively sociable
- reflective





## 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 GREEN quadrant, but it also lies fairly close to the Blue quadrant. To be most effective, you respond best to people who are persuasive and insightful.

Those with Needs in the GREEN quadrant want others to:

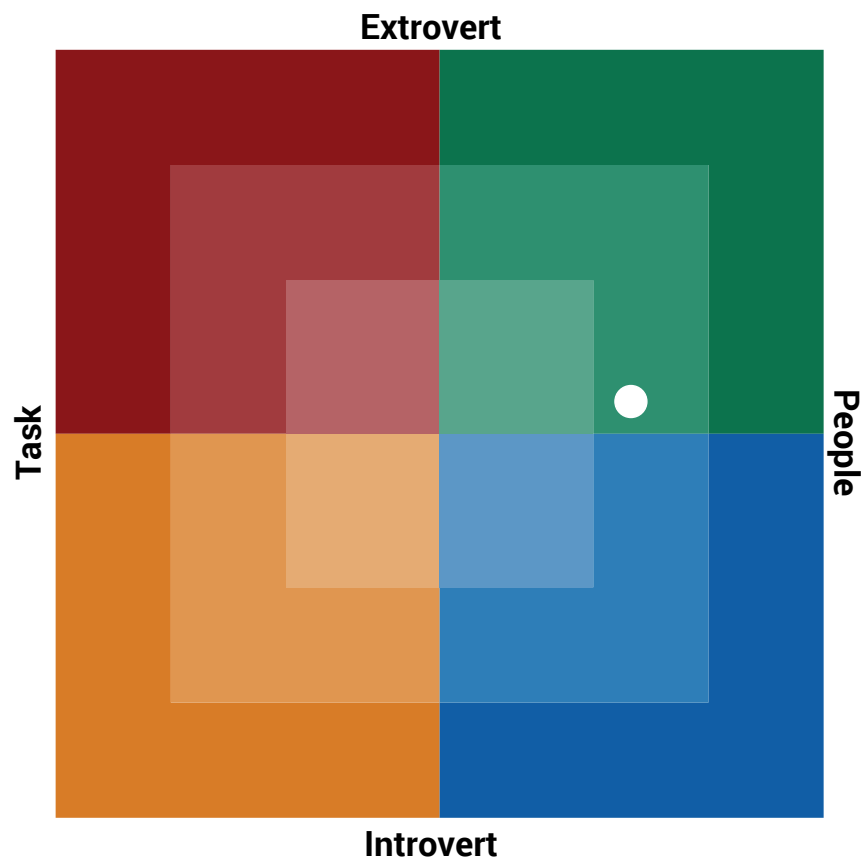
- encourage competition
- be assertive
- allow flexibility
- introduce novelty and variety

Your Circle shows you are most comfortable when people around you:

- keep unnecessary rules to a minimum
- give you varied tasks

Your Circle shows that you also respond well to people who:

- give you time for complex decisions
- don't over-schedule you
- are interested in feelings as well as logic





## EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

Your Stress Behavior is described by the Square. Your Square is in the GREEN quadrant, but it also lies fairly close to the Blue quadrant. When people don't deal with you the way your needs suggest, you may become distracted and indecisive.

Those with Stress Behaviors in the GREEN quadrant:

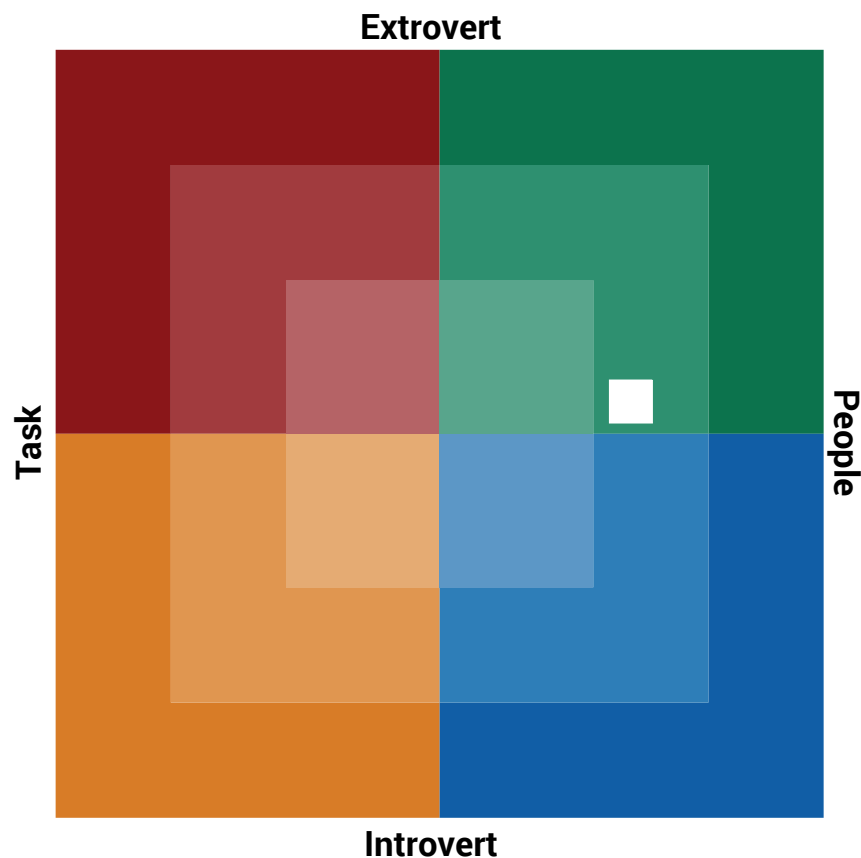
- are easily distracted
- distrust others
- become domineering
- fail to follow the plan

Your Square shows that under stress you may become:

- self-protective
- argumentative

Your Square shows that you may also become:

- overly sensitive to criticism
- easily sidetracked
- unsociable

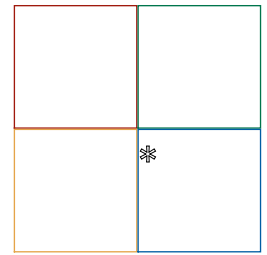


# BIRKMAN MAP SUMMARY



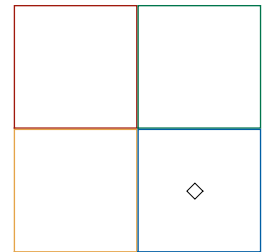
Your **BLUE** Asterisk shows that you may like to:

- focus on planning
- have a variety of interests
- spend time working in different areas
- have opportunities to work in areas of secondary interest
- influence people indirectly



Your **BLUE** Diamond shows that you generally are:

- insightful
- optimistic
- thoughtful
- selectively sociable
- reflective

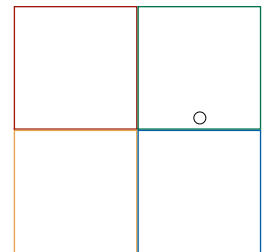


Your **GREEN** Circle shows you are most comfortable when people around you:

- keep unnecessary rules to a minimum
- give you varied tasks

You also respond well to people who:

- give you time for complex decisions
- don't over-schedule you
- are interested in feelings as well as logic

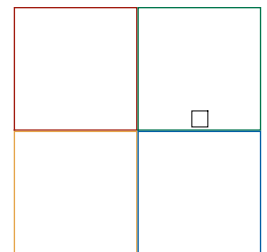


Your **GREEN** Square shows that your stress behavior may include your being:

- self-protective
- argumentative

You may also become:

- overly sensitive to criticism
- easily sidetracked
- unsociable





## 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 getting things done, including dealing with hands-on problems or situations
- ☐ You are interested in the visual appeal of products and services, and may well have an artistic ability of your own
- ☐ You like working with the written word, which may involve anything from documentation to the production of marketing materials
- ☐ You respond well to sound, and therefore you are interested in music, the spoken word, or any media which have an audio component to them
- ☐ You are straightforward and find it fairly easy to speak your mind, even with superiors
- ☐ You meet people easily and relate well to others when they are involved in group activities
- ☐ You can think outside the box, and you are not necessarily constrained by "how things ought to be done"
- ☐ You enjoy low-key discussions, where everyone's contribution can be heard; you don't find it necessary to dominate
- ☐ You appreciate an environment where everyone wins together
- ☐ You can handle ambiguous situations well, where the best answer may be less obvious or buried in important details

# 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?