

A CUSTOM

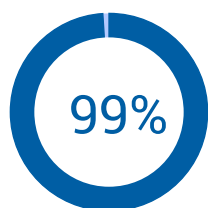
**BIRKMAN**

REPORT SET

THIS REPORT WAS PREPARED FOR:  
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# BIRKMAN INTERESTS

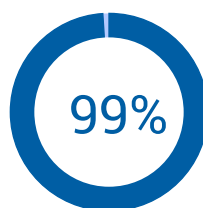


## LITERARY

Appreciation for language

### Activities include:

Writing, reading, editing

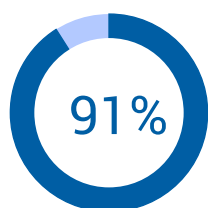


## MUSICAL

Playing, singing or listening to music

### Activities include:

Attending concerts, collecting and appreciating music

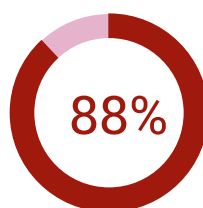


## ARTISTIC

Creation, appreciation for arts, aesthetics

### Activities include:

Painting, appreciating art, designing

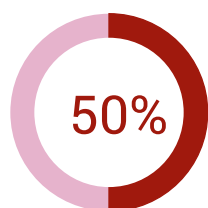


## SCIENTIFIC

Research, analysis, intellectual curiosity

### Activities include:

Investigating, exploring medicine, experimenting

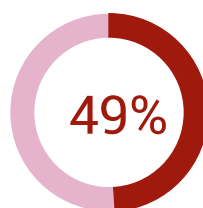


## TECHNICAL

Hands-on work with technology and machinery

### Activities include:

Programming, assembling, using gadgets

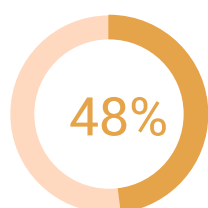


## OUTDOOR

Work in an outdoor environment

### Activities include:

Being outdoors, farming, gardening

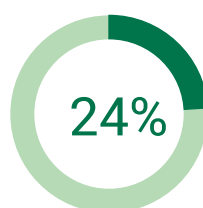


## ADMINISTRATIVE

Systems, order and reliability

### Activities include:

System tracking, record keeping, categorizing

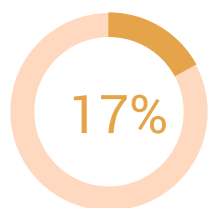


## SOCIAL SERVICE

Helping, advocating for people

### Activities include:

Teaching, counseling, volunteering

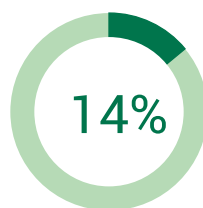


## NUMERICAL

Working with numbers and data

### Activities include:

Accounting, investing, analyzing



## PERSUASIVE

Persuading, motivating, selling

### Activities include:

Debating, influencing, promoting



## HOW YOU PREFER OTHERS WORK 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.

- ☐ Be careful not to exclude you from group activities
- ☐ A low-key use of authority works best with you
- ☐ Incentivize you using generalized and more abstract rewards
- ☐ Make sure you have plenty to do
- ☐ Don't distract you with multiple concerns if it can be avoided

# USUAL, NEEDS & STRESS



## SOCIAL ENERGY

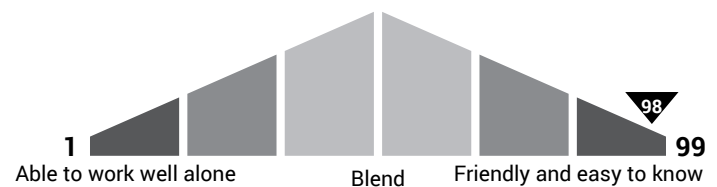
Your sociability, approachability, and preference for group and team participation

A desire to please motivates you to seek the most pleasant way of getting along with others. You have a genuinely warm and friendly nature, which helps you to meet people easily and enjoy group-based activities.

### Usual Behavior:

- communicative and sociable
- at ease with groups
- pleasant and outgoing

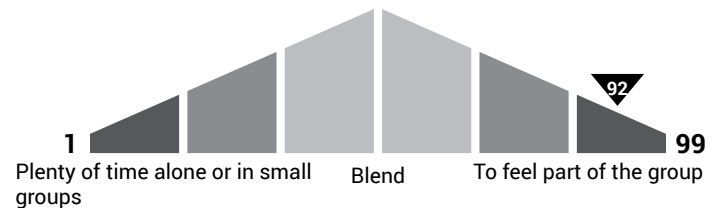
### Usual Behavior



### Needs:

Your orientation toward group activities suggests a strong need for approval and acceptance. This need is best met in an environment that emphasizes group involvement, and by having a broad circle of friends and acquaintances.

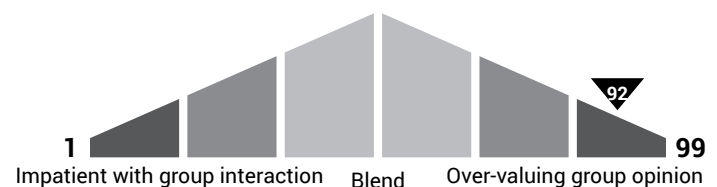
### Needs



### Causes of Stress:

When you feel that the genuine support of friends or groups is lacking, you can respond adversely by striving too hard to please other people. You can be swayed too easily by the opinion of others.

### Stress Behavior



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

- social anxiety
- desire for group approval
- avoidance of close personal ties

# USUAL, NEEDS & STRESS



## PHYSICAL ENERGY

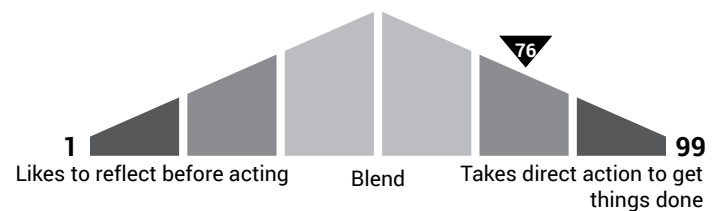
Your preferred pace for action and physical expression of energy

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

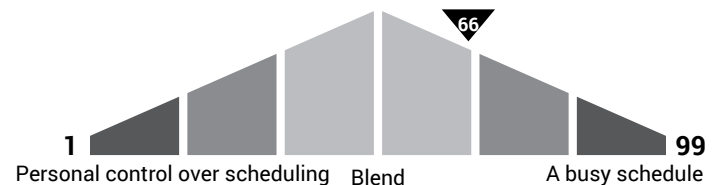
### Usual Behavior



### 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.

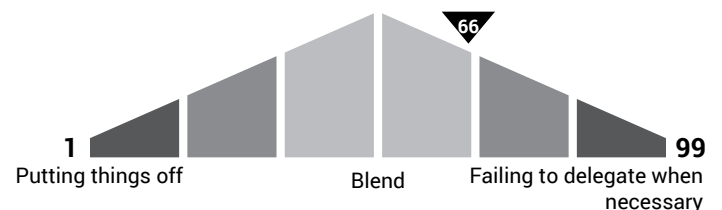
### Needs



### 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.

### Stress Behavior



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

- edginess
- feeling fatigued

# USUAL, NEEDS & STRESS



## EMOTIONAL ENERGY

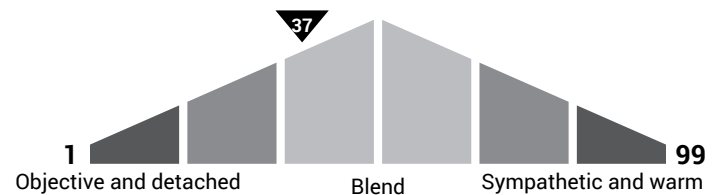
Your openness and comfort with expressing emotion

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

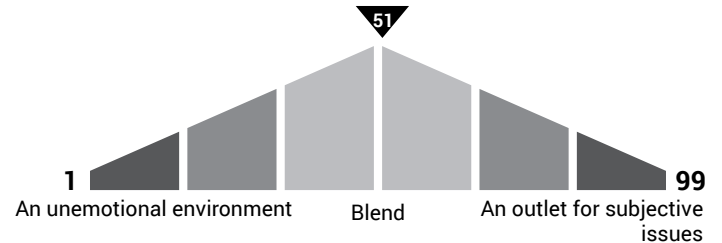
### Usual Behavior



### 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.

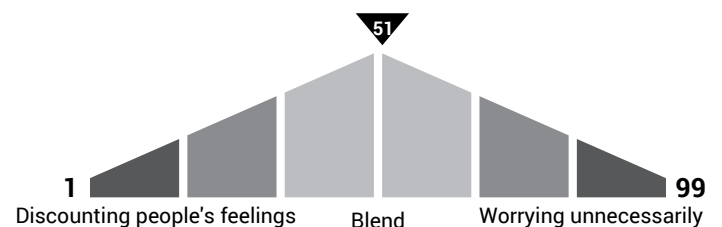
### Needs



### 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

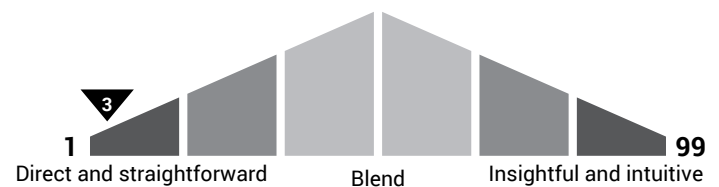
Your use of sensitivity when communicating with others

Your ability to be objective and free of self-conscious feelings is a strength naturally resulting from your preference for frank and direct relationships. You find it easy to come to the point without beating around the bush.

### Usual Behavior:

- straightforward
- unevasive
- matter-of-fact

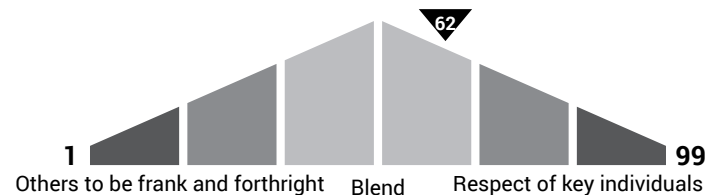
### Usual Behavior



### Needs:

While you appreciate a certain amount of openness and frankness from others, you also need to feel a personal respect from time to time, especially from the significant people in your life.

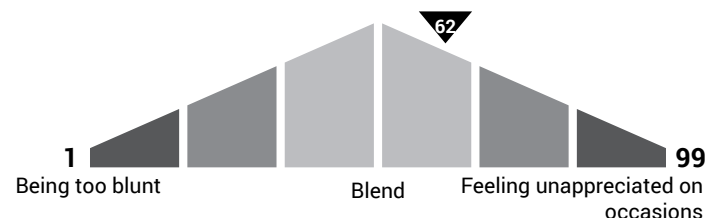
### Needs



### Causes of Stress:

Both too much sentiment and lack of personal concern are likely to cause you discomfort. Any criticism of you needs to be balanced with genuine praise.

### Stress Behavior



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

- undue sensitivity
- over-directness

# USUAL, NEEDS & STRESS



## ASSERTIVENESS

Your tendency to speak up and express opinions openly and forcefully

Positions of authority and control have an appeal for you. Without being domineering or overly aggressive, you have an ability to handle such authority through a combination of assertiveness and pleasant persuasion.

### Usual Behavior:

- authoritative, yet pleasant
- open to discussion
- self-directive

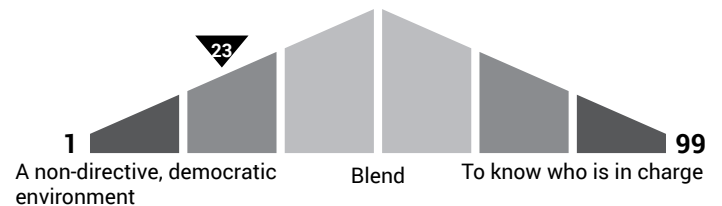
### Usual Behavior



### Needs:

From others, you need suggestion and low-key persuasion rather than direct orders. Generally pleasant and agreeable relationships are preferred, with occasional opportunities for you to influence the thinking and actions of others.

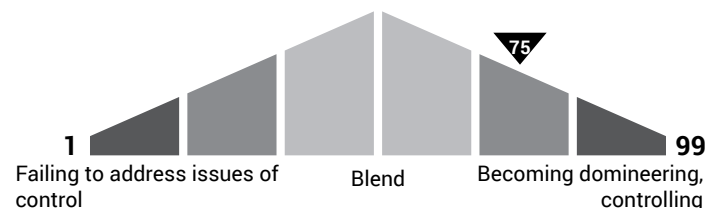
### Needs



### Causes of Stress:

When friendly disagreement turns to argument or open confrontation, you may be surprised to find yourself becoming bossy, even domineering, at least in the eyes of others.

### Stress Behavior



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

- becoming demanding
- airing opinions too freely
- speaking without listening



# USUAL, NEEDS & STRESS



## INSISTENCE

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

Flexibility of approach combined with an ability to work the plan characterizes your strengths. You recognize the importance of having systems and procedures in place and working, but are quite able to develop new methodologies when appropriate.

### Usual Behavior:

- balances structure and flexibility
- concerned with essentials
- combines procedure and initiative

### Needs:

These same characteristics also describe what you need from your environment. Encouragement to use your own initiative in the context of existing procedures suits you well.

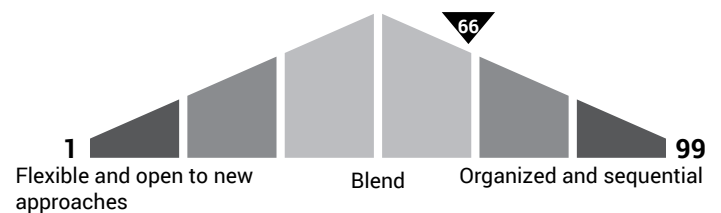
### Causes of Stress:

Over-emphasis on detail and repetitive routine can easily get in the way of your initiative. On the other hand, you can become restless and dispirited when deprived of sufficient familiar and scheduled activities to balance your self-direction.

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

- excessive control
- neglect of detail

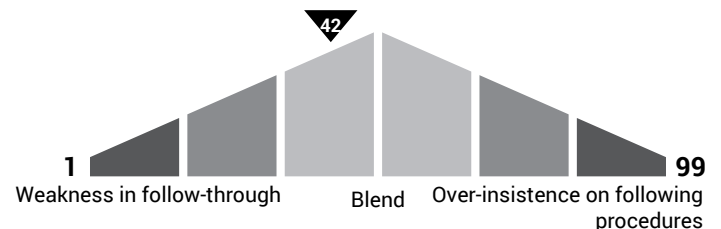
### Usual Behavior



### Needs



### Stress Behavior



# USUAL, NEEDS & STRESS



## INCENTIVES

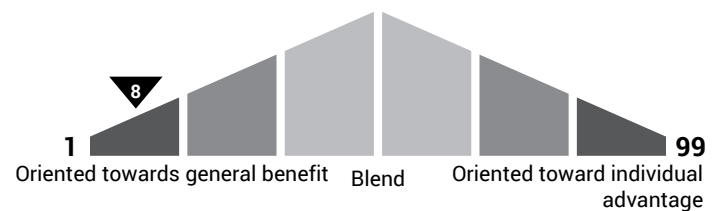
Your drive for personal rewards or preference to share in group rewards

Trust and loyalty are dominant features of your approach to most situations. Being primarily idealistic, you tend to focus on long-term and intangible benefits.

### Usual Behavior:

- trustful
- cooperative
- well-meaning

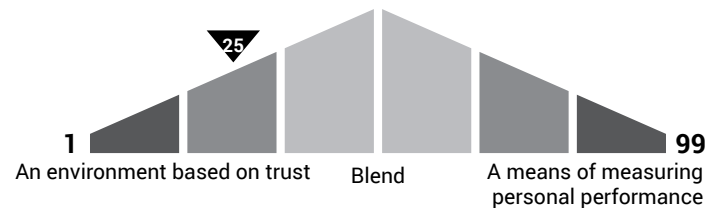
### Usual Behavior



### Needs:

Similarly, you need an atmosphere of mutual trust. You respond well to people who are loyal and trustworthy, and who place primary emphasis on the benefits of a team-oriented, cooperative approach. Competitive rivalry should be minimized.

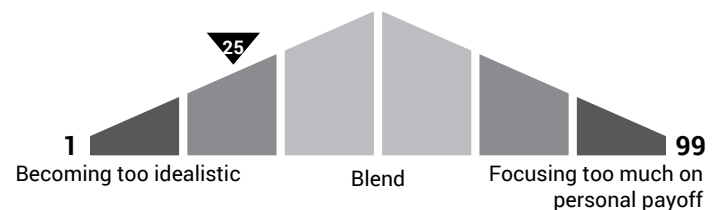
### Needs



### Causes of Stress:

The dog-eat-dog approach of those who are too openly competitive or oriented toward individual reward can upset your cordial and friendly attitude. Feelings of disappointment result, and you become too idealistic, even impractical.

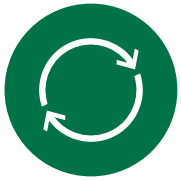
### Stress Behavior



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

- gullibility
- becoming impractical
- unrealistic attitudes

# USUAL, NEEDS & STRESS



## RESTLESSNESS

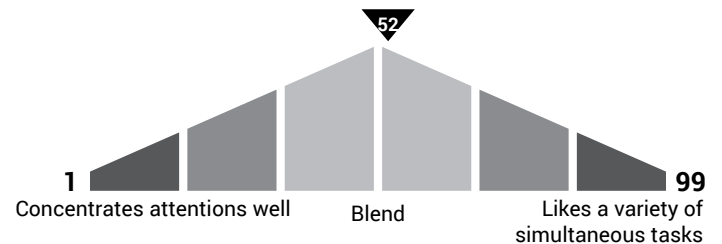
How you prefer to focus attention or change focus and seek varied activities

You think of yourself as being responsive to change. While you do indeed have strengths in this area, you are also able to resist distractions and focus your attention on the task at hand. Interruptions are handled by your ability to "compartmentalize."

### Usual Behavior:

- attentive, yet concentrative
- not easily distracted
- adaptable

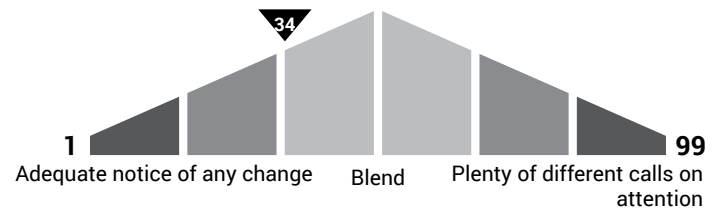
### Usual Behavior



### Needs:

A minimum of unexpected change is best. You need advance warning and the opportunity to "buy into" any change that affects your life or work situation.

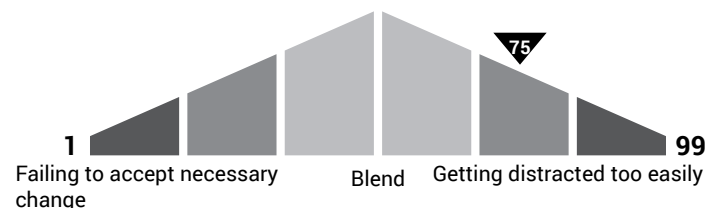
### Needs



### Causes of Stress:

Disruptions in your schedule tend to weaken your concentration and attentiveness. When these disruptions make you sense a loss of control, you may react by becoming resistant to even necessary changes.

### Stress Behavior



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

- restlessness
- difficulty concentrating
- changing unnecessarily

# 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.

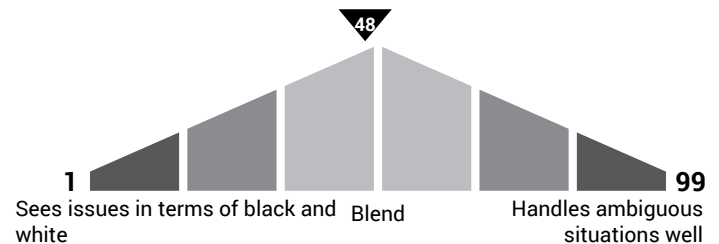
### Causes of Stress:

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.

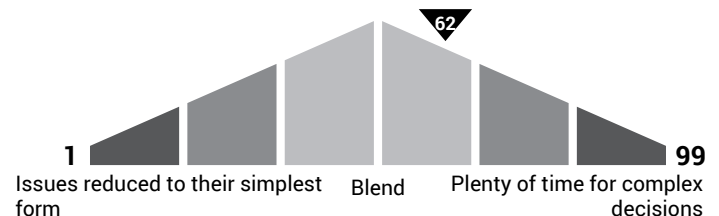
### Possible Stress Reactions When Needs Are Not Met:

- delaying actions
- impatience

### Usual Behavior



### Needs



### Stress Behavior

