

A CUSTOM **BIRKMAN** REPORT SET

THIS REPORT WAS PREPARED FOR:
KIRK MORGAN (G5CMHM)
DATE PRINTED | November 05 2018

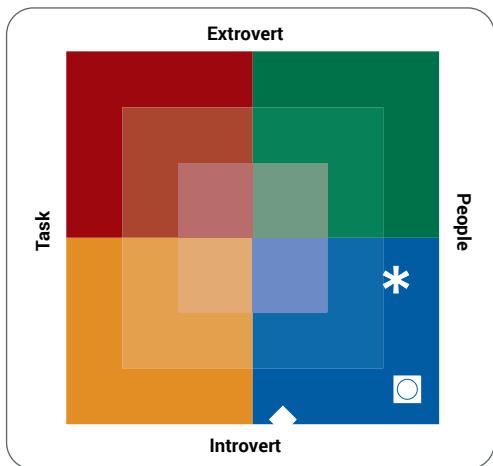




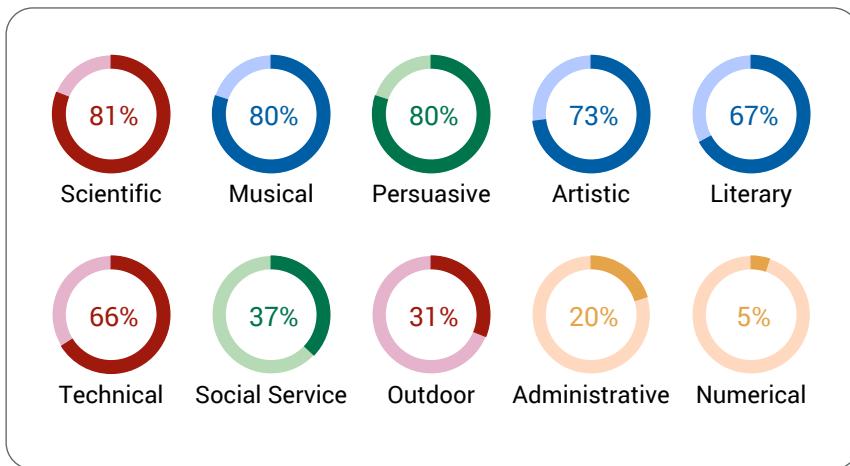
ADVANCED SUMMARY

A Birkman Certified Professional should review these results with you

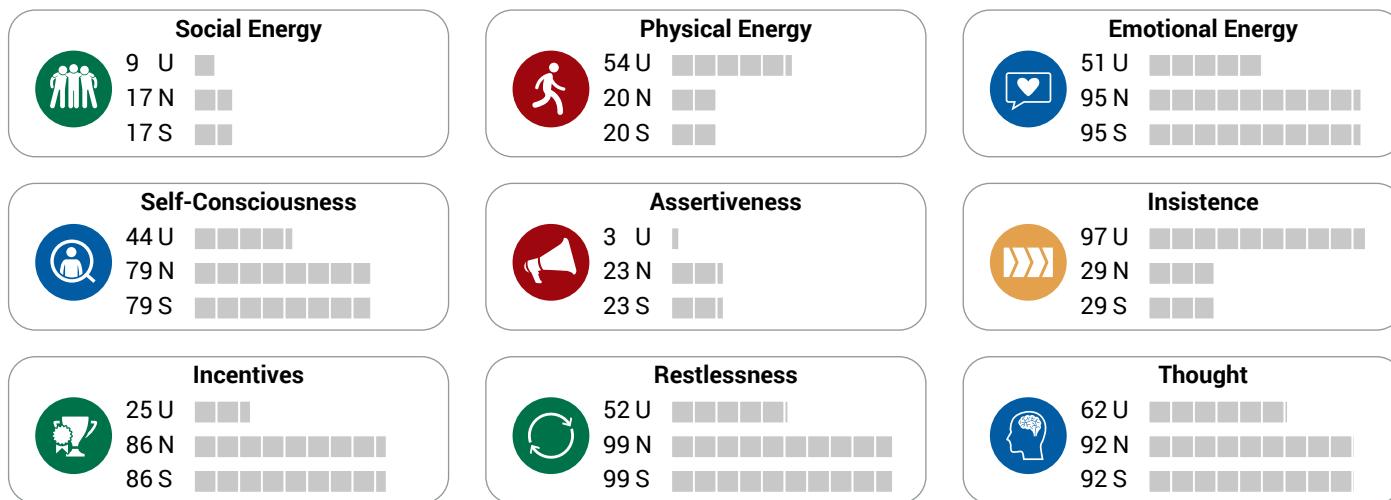
BIRKMAN MAP



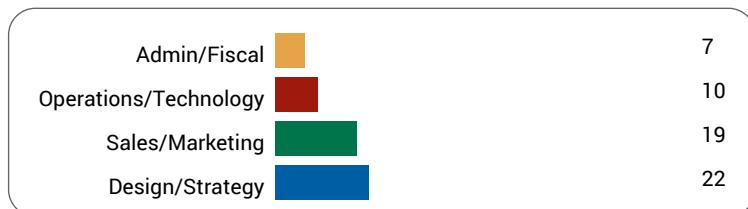
BIRKMAN INTERESTS



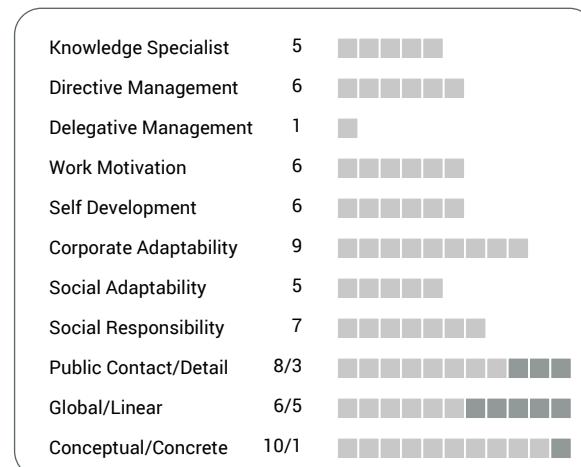
BIRKMAN COMPONENTS



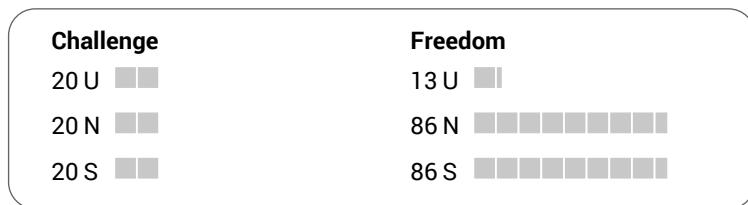
ORGANIZATIONAL FOCUS



WORK STYLES



CHALLENGE & FREEDOM

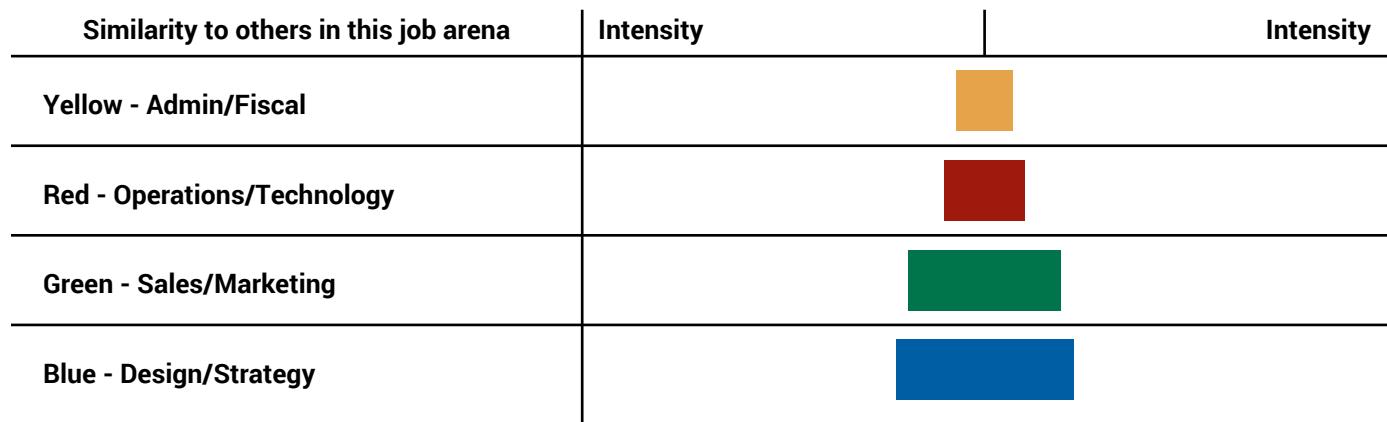




ORGANIZATIONAL FOCUS

The Organizational Focus shows you the best working environment for you. It's generated by determining how similar you are to people who work in four different work environments.

KIRK MORGAN



Description of Organizational Focus (by color):

RED	Red - Operations/Technology <ul style="list-style-type: none">• A work environment that emphasizes a practical, hands-on approach, usually with a tactical focus.• A product-focused culture with strong emphasis on implementation.	Green - Sales/Marketing <ul style="list-style-type: none">• A work environment that emphasizes selling, promoting, directing, and motivating others.• A communications-based culture designed to influence others.	GREEN
YELLOW	Yellow - Admin/Fiscal <ul style="list-style-type: none">• A work environment that emphasizes standards, tracking, and quality assurance.• A culture based on efficient procedures and policies.	Blue - Design/Strategy <ul style="list-style-type: none">• A work environment that emphasizes planning, innovating, and creating.• A culture of ideas, usually with a strong strategic focus.	BLUE



BIRKMAN MAP

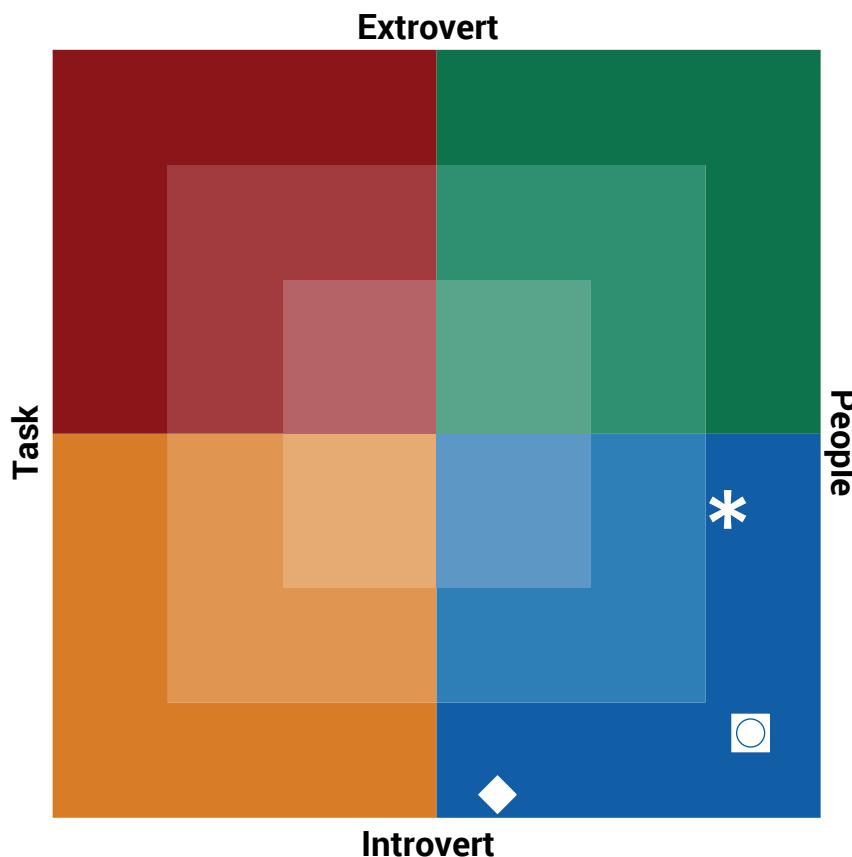
The Symbols on your Birkman Map identify who you are on two key dimensions. The placement of the symbol within a color quadrant represents the degree to which you display similarities to that color quadrant. The left and the right sides of the map (horizontal axis) represent your preference for dealing 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) *

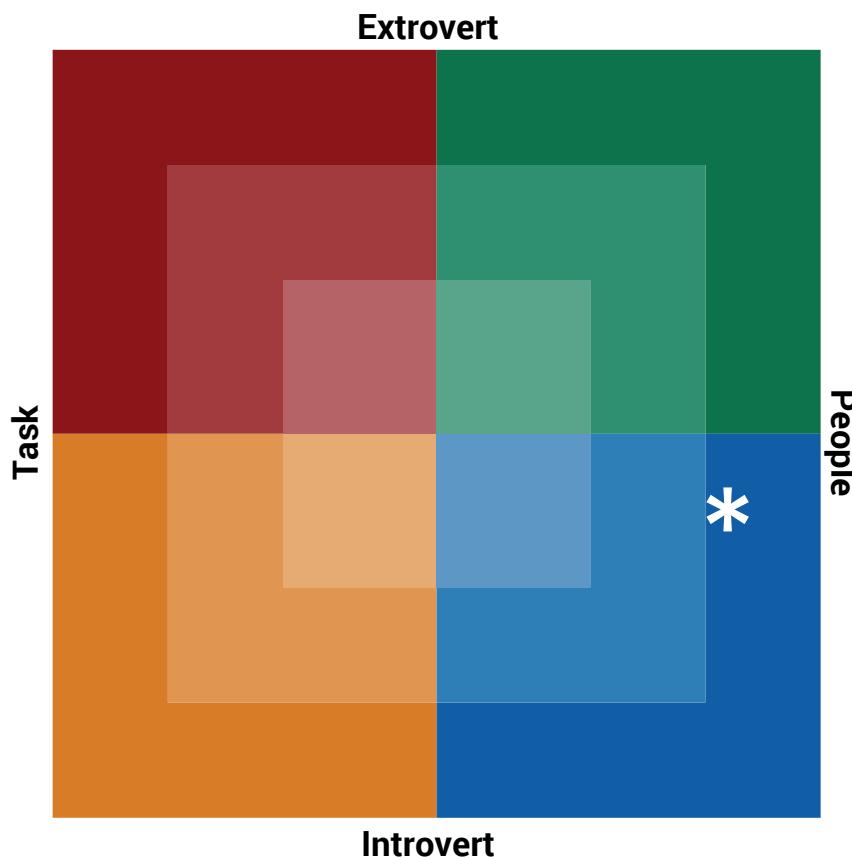
The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the BLUE quadrant, but it is fairly close to the Green quadrant. You like creative activities, but you like to combine these with tasks involving directing, motivating, persuading, counseling or teaching people.

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
- innovate or create
- combine these activities with selling or promoting
- look at things theoretically, while also focusing on directing and motivating people
- 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, but it is also fairly close to the Yellow quadrant. When you are working effectively, you tend to be reflective and systematic.

Usual Behaviors in the BLUE quadrant include being:

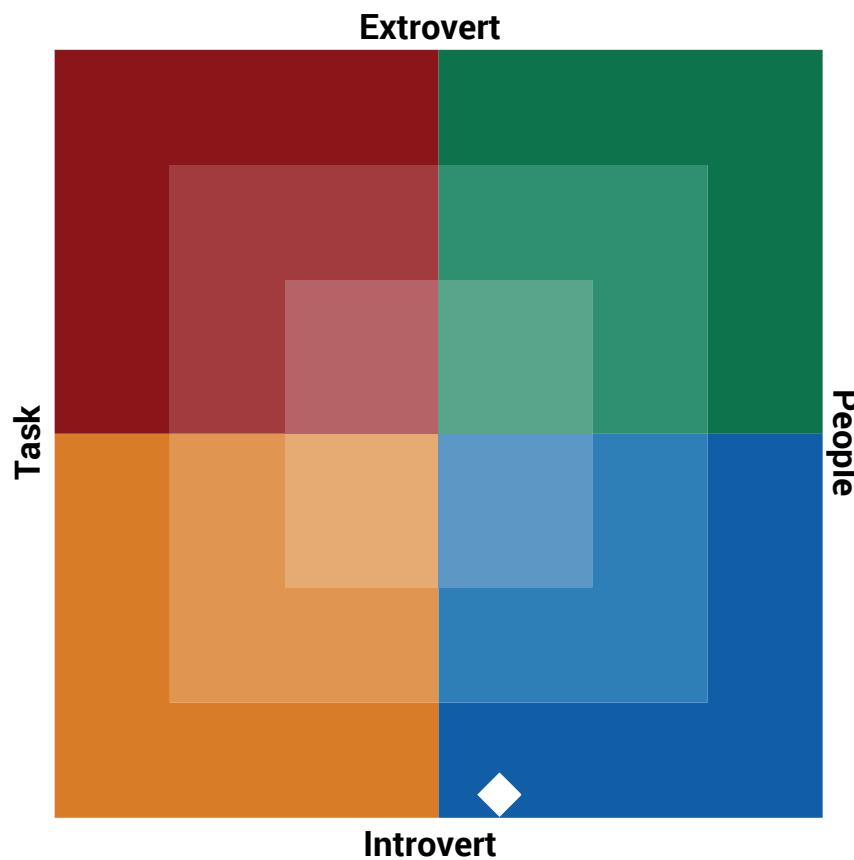
- insightful
- selectively sociable
- thoughtful
- reflective
- optimistic

Your Diamond shows that you are usually:

- selectively sociable and thoughtful
- optimistic and creative

Your Diamond shows that you also tend to be:

- concentrative
- organized
- a team player





EXPLANATION OF YOUR NEEDS (THE CIRCLE)

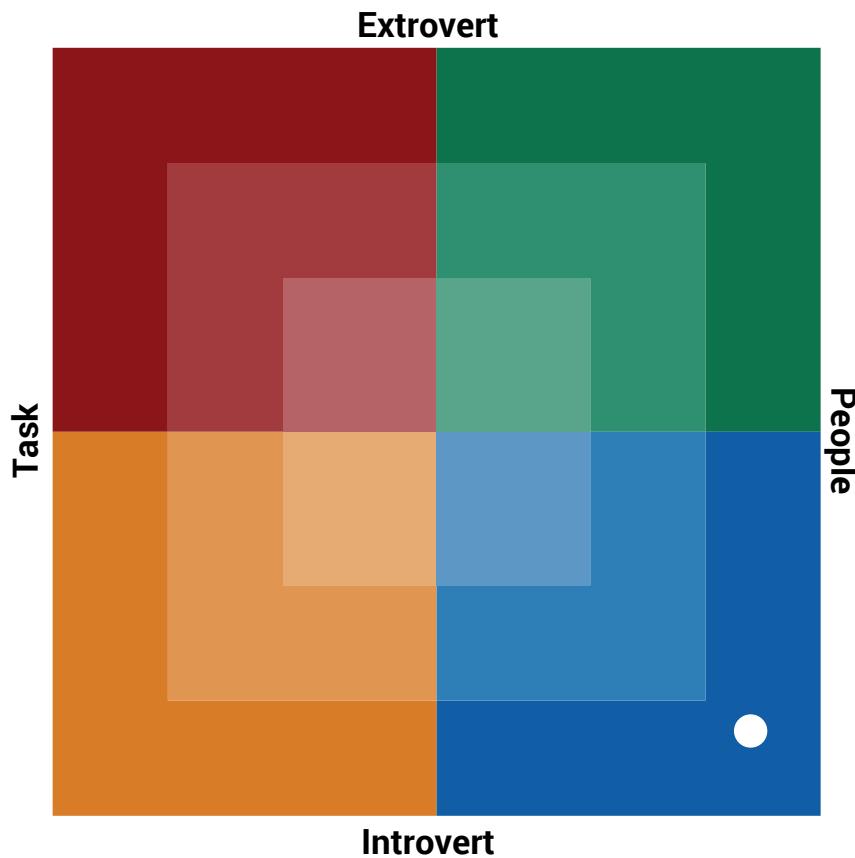
The support you need to develop your Usual Behavior is described by the Circle. Your Circle is in the BLUE quadrant. To be most effective, you respond best to people who are reflective and creative.

Those with Needs in the BLUE quadrant want others to:

- offer individual support
- encourage expression of feelings
- allow time for reflection
- give time for difficult decisions

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

- show they appreciate you
- are interested in feelings as well as logic
- give you time for complex decisions
- give you time alone or with one or two others
- don't over-schedule you





EXPLANATION OF YOUR STRESS BEHAVIOR (THE SQUARE)

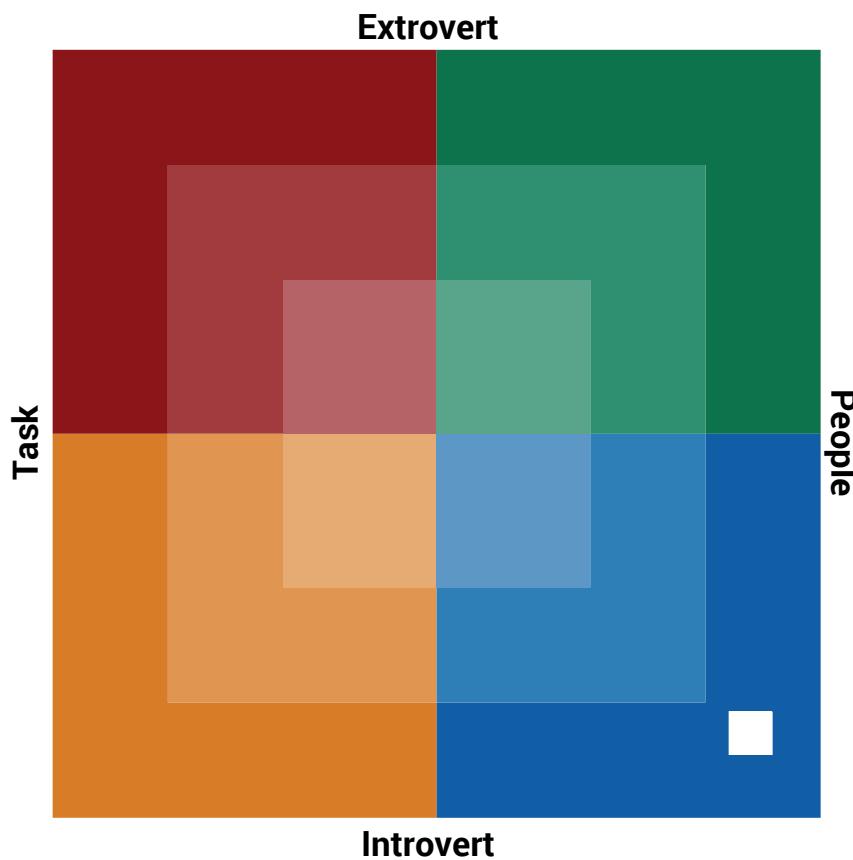
Your Stress Behavior is described by the Square. Your Square is in the BLUE quadrant. When people don't deal with you the way your needs suggest, you are likely to become self-critical and hesitant.

Those with Stress Behaviors in the BLUE quadrant:

- ignore social convention
- become indecisive
- find it hard to act
- see the worst possibilities

Your Square shows that under stress you may become:

- withdrawing
- fatigued
- indecisive
- pessimistic
- overly sensitive to criticism

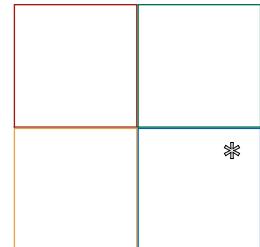


BIRKMAN MAP SUMMARY



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

- focus on planning
- innovate or create
- combine these activities with selling or promoting
- look at things theoretically, while also focusing on directing and motivating people
- influence people indirectly

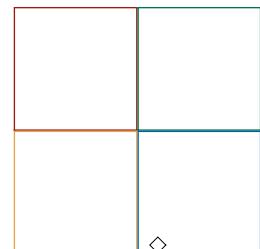


Your **BLUE** Diamond shows that you generally are:

- selectively sociable and thoughtful
- optimistic and creative

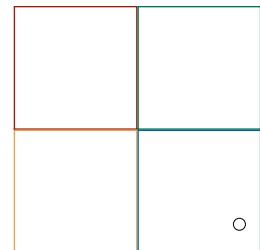
You also tend to be:

- focused
- organized
- a team player



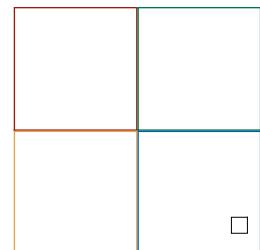
Your **BLUE** Circle shows you are most comfortable when people around you:

- show they appreciate you
- are interested in feelings as well as logic
- give you time for complex decisions
- give you time alone or with one or two others
- don't over-schedule you



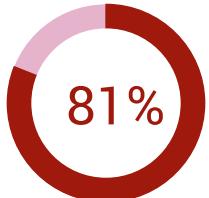
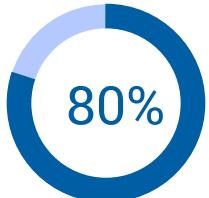
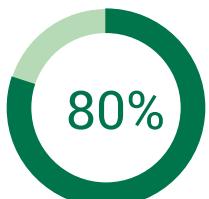
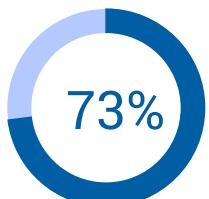
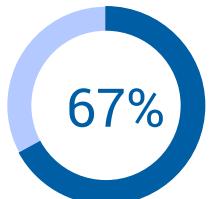
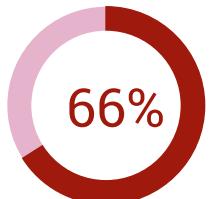
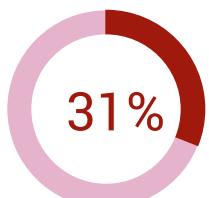
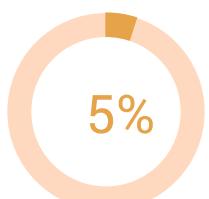
Your **BLUE** Square shows that your stress behavior may include your being:

- withdrawing
- fatigued
- indecisive
- pessimistic
- overly sensitive to criticism



BIRKMAN INTERESTS



 <p>SCIENTIFIC Research, analysis, intellectual curiosity Activities include: Investigating, exploring medicine, experimenting</p>	 <p>MUSICAL Playing, singing or listening to music Activities include: Attending concerts, collecting and appreciating music</p>
 <p>PERSUASIVE Persuading, motivating, selling Activities include: Debating, influencing, promoting</p>	 <p>ARTISTIC Creation, appreciation for arts, aesthetics Activities include: Painting, appreciating art, designing</p>
 <p>LITERARY Appreciation for language Activities include: Writing, reading, editing</p>	 <p>TECHNICAL Hands-on work with technology and machinery Activities include: Programming, assembling, using gadgets</p>
 <p>SOCIAL SERVICE Helping, advocating for people Activities include: Teaching, counseling, volunteering</p>	 <p>OUTDOOR Work in an outdoor environment Activities include: Being outdoors, farming, gardening</p>
 <p>ADMINISTRATIVE Systems, order and reliability Activities include: System tracking, record keeping, categorizing</p>	 <p>NUMERICAL Working with numbers and data Activities include: Accounting, investing, analyzing</p>



USUAL, NEEDS & STRESS



SOCIAL ENERGY

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

Primarily you are "selectively sociable," preferring to relate to people on a one-to-one basis. You tend to form close personal relationships with a few significant individuals.

Usual Behavior:

- able to be and work alone
- withstands group pressure
- independent reasoning

Usual Behavior



Needs:

For the most part you need to be free from the pressure of group activities unless the group includes some people to whom you are close. It is important for you to spend "special" time with your close friends and associates.

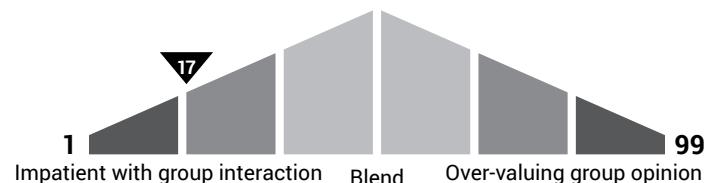
Needs



Causes of Stress:

When circumstances prevent you from having adequate time to be by yourself or in the company of one or two close friends, you are likely to feel some pressure or anxiety, causing you to withdraw more and more from social situations.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- impatience
- withdrawal
- tendency to ignore groups



USUAL, NEEDS & STRESS



PHYSICAL ENERGY

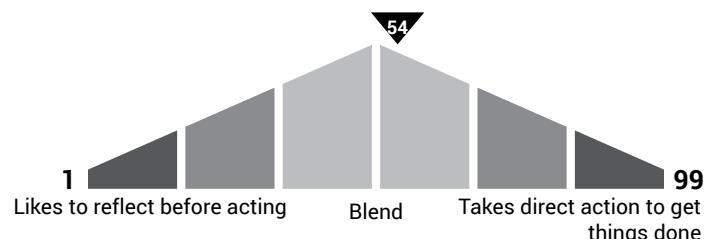
Your preferred pace for action and physical expression of energy

You view yourself as having an above average supply of energy and act accordingly. However, you usually do not jump into things without some prior thought, but at the same time realize that accomplishment comes only through action.

Usual Behavior:

- enthusiastic while conserving energy
- balance of vigor and thought
- active and reflective in combination

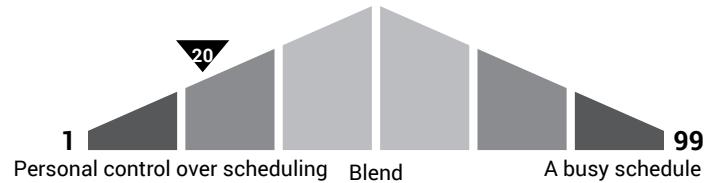
Usual Behavior



Needs:

A schedule that is relaxed and flexible provides you with the greatest opportunity to exercise your natural abilities. You need plenty of time for reflective thought before taking action.

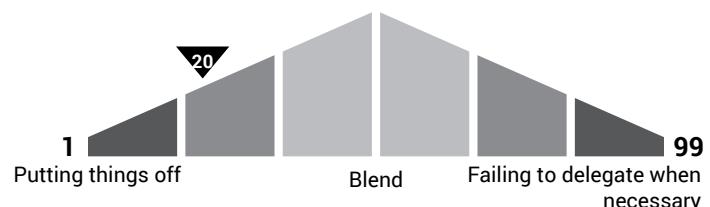
Needs



Causes of Stress:

The pressure of a heavy schedule which doesn't allow you the time you need for thinking and planning is likely to result in discouragement and fatigue.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- putting things off
- feeling discouraged
- getting tired



USUAL, NEEDS & STRESS



EMOTIONAL ENERGY

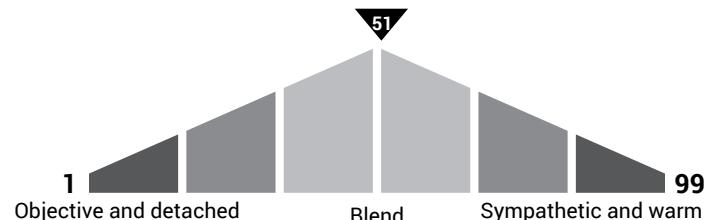
Your openness and comfort with expressing emotion

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

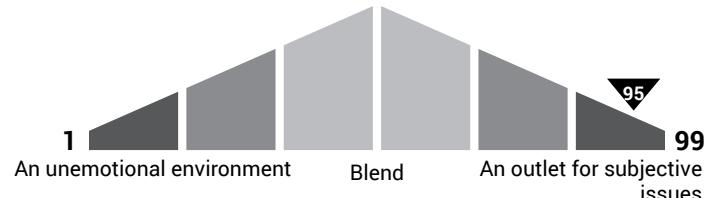
Usual Behavior



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.

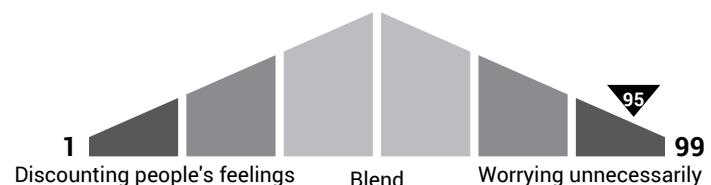
Needs



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

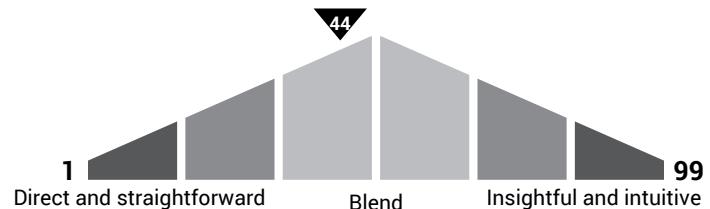
Your use of sensitivity when communicating with others

Among your considerable assets is your ability to deal with others on the basis of openness and frankness, balanced with insight into their feelings. This makes it easy for you to avoid being either blunt or evasive.

Usual Behavior:

- at ease, yet insightful
- balance of sensitivity and openness
- direct without being blunt

Usual Behavior



Needs:

It is important to you that other people respect and appreciate you. You are at your best when you sense that others are genuinely aware of your feelings.

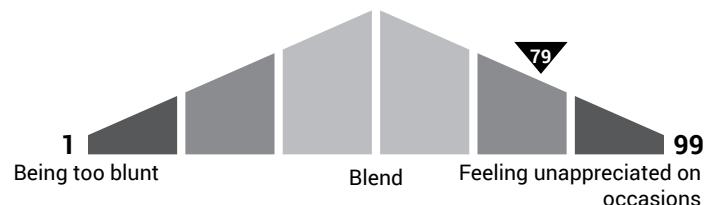
Needs



Causes of Stress:

Because your need is in some contrast to your usual style, other people may not be aware of your feelings. When this happens, you are likely to suspect that they are insensitive or indifferent toward you.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- shyness
- over-sensitivity
- embarrassment



USUAL, NEEDS & STRESS



ASSERTIVENESS

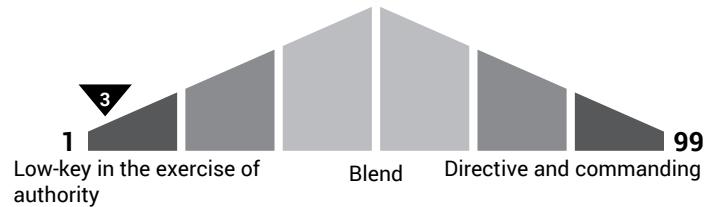
Your tendency to speak up and express opinions openly and forcefully

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

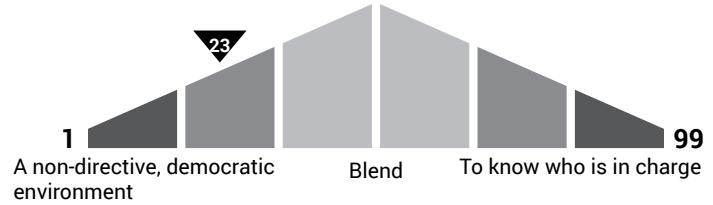
Usual Behavior



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.

Needs



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.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

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



USUAL, NEEDS & STRESS



INSISTENCE

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

Placing a high value on system and order, you display definite strength in your preference to work from a plan. You can attend to detail, anticipate difficulties and include contingencies in your planning.

Usual Behavior:

- systematic
- procedural
- concerned with detail

Usual Behavior



Needs:

It is important to note that your strengths are maximized to the extent that your plan is of your own making. Even though you will put systems and procedures in place, you need occasional opportunities to bend your own rules.

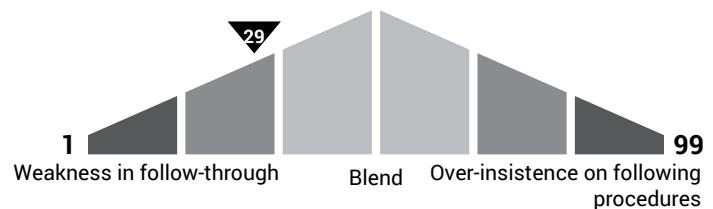
Needs



Causes of Stress:

Since you try to put first things first, you logically emphasize systems and control. External interference in your plan can frustrate and distract you. You may over-react to pressures that threaten your personal freedom.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- over-generalizing
- neglect of order and system
- weakened follow-through



USUAL, NEEDS & STRESS



INCENTIVES

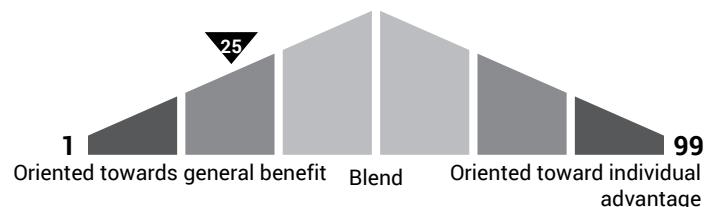
Your drive for personal rewards or preference to share in group rewards

You will be trustful and open in your dealings with others as long as they give you no reason to be otherwise. Generally, you display a friendly and cordial attitude, focusing more on intangible benefits than immediate reward.

Usual Behavior:

- trustful
- loyal
- cooperative and well-meaning

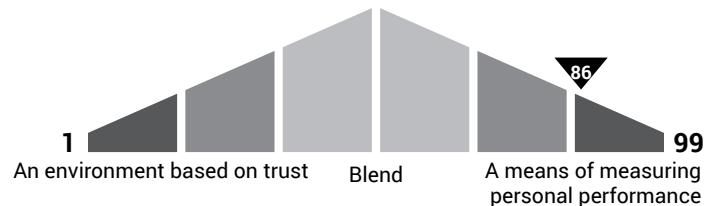
Usual Behavior



Needs:

On the other hand, you require the background support of a competitive or influential group. You have a marked need for a competitive environment, which can be met through immediate rewards and reassurance of advancement.

Needs

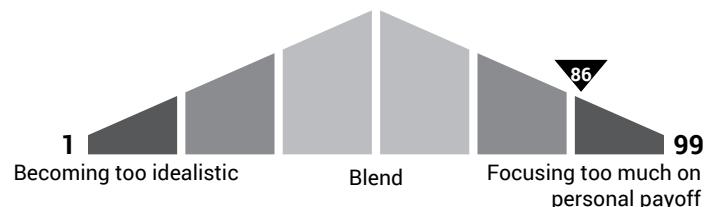


Causes of Stress:

When your personal achievements go unheeded or unrecognized, you can become disheartened, which leads to distrust and self-promotional attitudes.

Immediate reward becomes important.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- emphasizing quick success
- being self-protective
- becoming distrustful



USUAL, NEEDS & STRESS



RESTLESSNESS

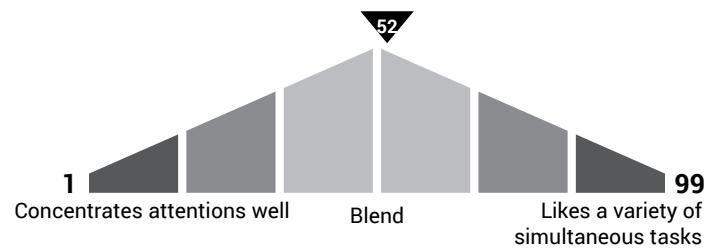
How you prefer to focus attention or change focus and seek varied activities

You have no problem concentrating and focusing on the immediate task; however, being able to combine your concentration with responsiveness to new things is one of your very real assets.

Usual Behavior:

- attentive, yet concentrative
- balances routine with variety
- handles distractions well

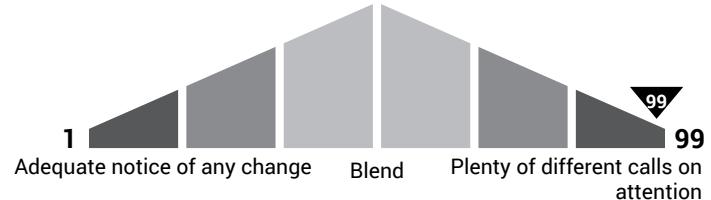
Usual Behavior



Needs:

By contrast, though, you feel most at ease in surroundings which offer the prospect of plenty of variety. Frequent changes of activity stimulate your concentrative abilities.

Needs



Causes of Stress:

Your underlying need for change and variety can disrupt your ability to finish the tasks before you. When this happens, you may find yourself feeling "spread too thin," unable to give each project the attention you know it deserves.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- overemphasis on variety
- becoming distractible
- wanting quick results



USUAL, NEEDS & STRESS



THOUGHT

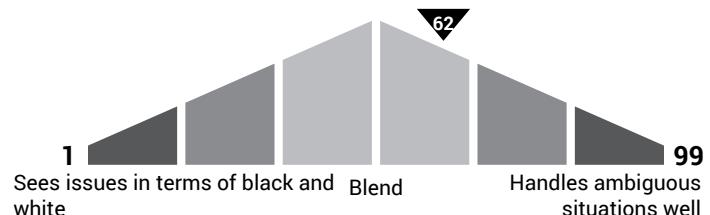
Your decision making process and concern for consequences in making the right decision

With primary emphasis on a thoughtful and reflective approach to decision-making, you like to consider distant as well as immediate consequences of your decisions. However, decisions concerning usual and routine matters can be made rather quickly.

Usual Behavior:

- thoughtfully decisive
- thinks before acting
- direct, but reflective

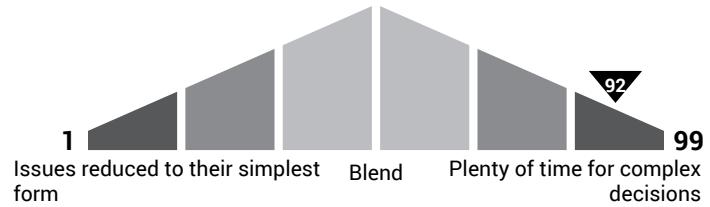
Usual Behavior



Needs:

Preferably, your responsibilities and activities should not require quick and decisive action. Under pressure, you need to feel that you have exhausted all possibilities and consequences.

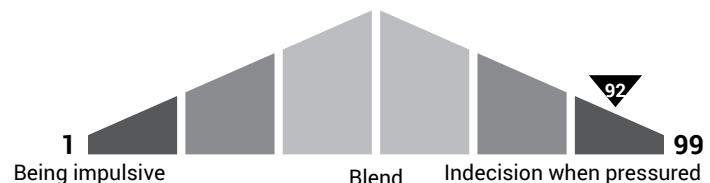
Needs



Causes of Stress:

Pressure mounts when you are hurried in your actions and when you are rushed in making judgments. Your need for careful thought makes you dread the unforeseen, and can result in needlessly postponing or evading a decision.

Stress Behavior



Possible Stress Reactions When Needs Are Not Met:

- becoming indecisive
- fear of the unknown
- unnecessary caution



STRESS MANAGEMENT

THE BIRKMAN METHOD® AND STRESS MANAGEMENT

We know that the ability to manage stress has vital consequences in our professional and personal lives. The Stress Management report specifically targets better self-management.

This seven-page report addresses three areas where stress can easily occur. Since few of us take the time to acknowledge or articulate our own needs, we may especially react to unmet needs in these situations:

- Interpersonal relationships
- Schedules and details
- Decision making

This Stress Management report offers information to help you manage your own individual Needs (as described by the Birkman behavioral Components) and to more easily avoid areas of potential Stress.

In each of these areas, the first page identifies some symptoms of Stress that you may express, feel or exhibit in this situation. The report then provides suggestions as to what you can do to prevent or at least minimize those behaviors that might further increase the Stress that you may be feeling. When asterisks also appear next to the title for a particular page, they indicate a greater intensity or priority of the information.

The second page of each section provides information that relates to your motivational Needs. When your Needs are generally met, you can more easily use your Usual Behaviors. This report also helps you understand what may be happening (which Need is not being met) when you do experience symptoms of Stress.

Finally, the report provides suggestions as to how you can proactively manage Stress by taking specific actions to meet your own Needs on an ongoing basis.



STRESS MANAGEMENT

STRESS OF INTERPERSONAL RELATIONS ***

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Self-Consciousness* and *Social Energy* Components. Your Stress scores in these areas are 79 (*Self-Consciousness*) and 17 (*Social Energy*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Spend too much time justifying and explaining your ideas, suggestions or actions.
- Get your feelings hurt easily or get easily embarrassed.
- Keep to yourself or stay on the fringes of the group at lunches, group sessions or social gatherings.
- Ignore casual conversation and greetings from others, or not speak until spoken to.
- Feel real impatience with group meetings, committee activities or work that involves several persons at once.

When these behaviors occur:

- Take opportunities to meet and mix with new people or casual friends on a regular basis.
- Be more sociable and work to set aside your shyness and those self-conscious feelings.
- Practice speaking up; bring yourself to the attention of others more often.
- Don't hesitate to take center stage when you feel that you have something to say that others need to hear.



STRESS MANAGEMENT

MANAGING NEEDS FOR SELF-CONSCIOUSNESS AND SOCIAL ENERGY

The Stress Behaviors surrounding the area of interpersonal relations relate to the *Self-Consciousness* and *Social Energy* Components. Your Stress scores in these areas are 79 (*Self-Consciousness*) and 17 (*Social Energy*).

Based upon these scores, it is likely that you need:

- Respected titles and status
- Personalized benefits
- Criticism balanced by praise
- Genuine pats on the back
- Close individual ties
- Freedom from group pressures
- Special time to be alone; time to be quiet and think
- Individualized benefits
- A few, close, one-on-one friends

In order to build resistance to or avoid stress in this area, we recommend that you:

- Spend more time with that special person who always makes you feel good about yourself (spouse, best friend, parent, etc.).
- Keep a list of your recent successes and re-read it when you feel discouraged.
- Reward yourself by spending a little time doing those things that you always feel good about after you finish.
- Take the time to have casual exchanges with your superiors.
- Set aside quiet time for yourself every day; you need solitude to recharge.
- Take active steps to protect yourself from interruptions when you are working on an important or stressful task.
- Allocate at least one weekend a month just to be alone with that one person who is most important to you. The more difficult this is to do, the more important it is.
- Prepare yourself for big holidays or hectic social periods by spending more time being quiet and alone.



STRESS MANAGEMENT

STRESS OF DEALING WITH SCHEDULES OR DETAIL *

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding issues dealing with details and schedules relate to the *Insistence* and *Restlessness* Components. Your Stress scores in these areas are 29 (*Insistence*) and 99 (*Restlessness*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Disrupt orderly processes in your impatience to get on to something new.
- Get bored with essential detail, and not follow through on schedule.
- Have trouble exercising self-discipline or concentrating on the task at hand.
- Feel restless and impatient, and become distracted by little things.
- Feel overly curious about little things going on around you, and become involved in distracting activities.

When these behaviors occur:

- Develop a careful list of your tasks and responsibilities and establish their relative priorities.
- Check the progress of each task on a regular basis; avoid adding new priorities to the top of the list until old priorities are finished or formally abandoned.
- Work to identify priorities and critical time needs in a new project or opportunity before planning your actions.
- Remember that existing priorities must be attended to when accepting the challenge of a new project.
- Set up procedures to handle distractions during the most tedious or routine parts of a project.



STRESS MANAGEMENT

MANAGING NEEDS FOR INSISTENCE AND RESTLESSNESS

The Stress Behaviors surrounding issues dealing with details and schedules relate to the **Insistence** and **Restlessness** Components. Your Stress scores in these areas are 29 (*Insistence*) and 99 (*Restlessness*).

Based upon these scores, it is likely that you need:

- Freedom from close controls
- A minimum of structured routine
- Direct access to everyone
- Unusual and stimulating tasks
- Flexible rules and policies
- Novelty and change in your day
- Frequent shifts in your activities
- An independent work role
- Varied and complex work activities
- Changes in the group or scenery

In order to build resistance to or avoid stress in this area, we recommend that you:

- Set aside times every week to follow some new interest or satisfy a new curiosity.
- Indulge your sense of adventure whenever possible; use vacations or hobbies to try new activities.
- Create frequent opportunities to discuss future goals, plans and activities with your family and/or co-workers.
- Make schedules that allow you flexibility in executing tasks and plans.
- Build up a stockpile of small, worthwhile projects to work on when you need a break from a boring task.
- Develop schedules and time management habits that allow you to routinely work on or monitor several tasks every day.
- Keep variety and a sense of newness in your hobbies and social life.
- Avoid taking on home projects that will require you to do essentially the same thing every night for months on end.



STRESS MANAGEMENT

STRESS OF MAKING DECISIONS ***

The number of asterisks associated with the Stress scores indicates the intensity of the Stress Behaviors when they occur.

The Stress Behaviors surrounding decision-making issues relate to the *Physical Energy* and *Thought* Components. Your Stress scores in these areas are 20 (*Physical Energy*) and 92 (*Thought*).

Based upon these scores, when you are feeling stress in this area, we expect you may begin to:

- Become easily worn down or tired when projects require extended action rather than planning and thought.
- Spend too much energy on the big picture or blue sky plans and dreams, and become discouraged when forced to deal with practical limitations.
- Feel anxious or uncomfortable with acting under time pressures.
- Dwell too much on the negative possibilities when trying to make a choice or decision.
- Feel anxious and insecure about making a mistake when a decision is required, especially when time is short.
- Spend too much time on future plans, and not enough on today's or yesterday's problems.

When these behaviors occur:

- Develop an analytic approach to decision making; focus your attention on the pros and cons of one or two options at a time, and then narrow down your choices.
- Work against schedules on important decisions and be sure that you have narrowed the options significantly well in advance of the deadline.
- Learn to set aside anxiety about negative possibilities and stay engaged with the analytic process; worry less, act more.
- Practice experimenting with preliminary approaches or models of possible approaches to see how they may work to help speed the decision.



STRESS MANAGEMENT

MANAGING NEEDS FOR PHYSICAL ENERGY AND THOUGHT

The Stress Behaviors surrounding decision-making issues relate to the *Physical Energy* and *Thought* Components. Your Stress scores in these areas are 20 (*Physical Energy*) and 92 (*Thought*).

Based upon these scores, it is likely that you need:

- A minimum of prolonged activity
- Stimulation of new ideas
- Friendly, low-key surroundings
- Time for reflection
- Unhurried work conditions
- Time to think decisions through
- Support from others on decisions
- Opportunities to talk out worries
- Offers of assistance and help
- Cautious decision-making by others

In order to build resistance to or avoid stress in this area, we recommend that you:

- Plan schedules and projects so you can stop and think about where you have been and where you are going.
- Give more time to abstract or philosophical thought and activities.
- Avoid taking on too many projects or social obligations when things are getting hectic at work.
- Develop a relaxing, low-key hobby or recreation, and make use of the curative powers of this activity often.
- Build life goals and important plans carefully using thorough discussion with those close to you and advice from knowledgeable advisors.
- Develop close relations with patient and effective advisors who will reflect on your ideas with you and will help you think carefully about important issues.
- Keep abreast of major developments in your work area, so that you are ready to deal with issues when they arise and have a good idea of where to go for assistance or information.
- Remind those close to you that you need careful preparation before making a decision, and elicit their support in developing several options to consider.



COACHING PAGE

KIRK MORGAN

In ***working with others***, he is at ease but sensitive; he is primarily independent, and given to a few close, personal relationships.

When ***giving or accepting direction***, he is methodical and persevering, except when pressed into boring and unexciting tasks; he prefers to suggest rather than actively direct or dominate, and is anxious to please.

As to ***competitiveness and stamina***, he wants to get ahead; his strong subjective feelings need a constant outlet. He tends to put off less appealing tasks. He is also prone to justifying his mistakes and shortcomings.

When ***organizing or planning***, he must be kept busy with activities that can burn up his restless energy; he is realistic and restrained, but only within a framework that permits and encourages freedom of expression. While he worries unnecessarily during the process of making decisions, he firmly commits to final decisions once they are made.

SUGGESTIONS FOR COACHING KIRK MORGAN

* Capitalize on his willingness to play devil's advocate. ***Social Energy***

Allow time for thinking and planning, but enforce deadlines. He will find new ideas stimulating. ***Physical Energy***

* Make a point of regularly showing an interest in his personal well-being. ***Emotional Energy***

Provide him opportunities for individual discussions. Show him respect and appreciation on a personal level. ***Self-consciousness***

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

Introduce a sense of adventure to compensate for tedious projects. ***Insistence***

He will appreciate on-going reassurance concerning his potential for advancement. Use immediate, tangible rewards where practical. ***Incentives***

* Make sure his daily routine involves both novelty and variety. ***Restlessness***

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

* **Particularly significant; may impact other areas**



MANAGERIAL STYLE

The Managerial Style report provides a narrative description of an individual's preferred managerial styles in the four classic management areas of Planning, Organizing, Directing and Controlling. The number of statements generated for each topic will vary depending on the individual's unique style. **Areas in which the related Component scores are more moderate will have few to no statements.**

PREFERRED STYLE WHEN PLANNING

POLICIES AND PROCEDURES

- Remains independent of group values and pressures
- Regards goal setting as the most effective means of formulating policy
- Gives primary consideration to innovative, imaginative planning as essential to long-range growth

SETTING OBJECTIVES

- Emphasizes long-range planning as central to consistent, dependable and lasting growth

IMPROVING OPERATIONS

- Encourages individual initiative and ideas in improvement planning
- Concentrates on operational goals
- Emphasizes new approaches and opportunities for personal involvement as means of improvement
- Bases improvement on probing and evaluating planning options and alternatives

SCHEDULING

- Encourages a relaxed schedule, allowing time for reflection and development of new ideas
- Pushes completion of planning, innovation, and getting started

PREFERRED STYLE WHEN ORGANIZING

ESTABLISHING RELATIONSHIPS

- Establishes harmonious relationships with support of organization
- Emphasizes personal interaction between members of units

PROMOTING TEAMWORK

- Organizes teams as loose confederations of individuals
- Takes into account team stability and individual feelings of team members

COMPENSATING

- Recognizes necessity for interest in and concern for individual team members as individuals

ASSIGNING RESPONSIBILITIES

- Allocates tasks to individuals in each team, making them personally responsible
- Provides formal organizational support in assigning responsibility
- Carefully analyzes situations before assigning responsibility

DELEGATING

- Vests real authority in job titles and formally delegates responsibilities



MANAGERIAL STYLE

PREFERRED STYLE WHEN ORGANIZING (cont.):

IMPLEMENTING

- Initiates action with the backing of formally delegated authority
- Uses manipulation and strategy in implementing organizational goals

IMPROVING EFFICIENCY

- Stresses personal involvement and interdependence of team members
- Emphasizes procedures which allow for change and flexibility

PREFERRED STYLE WHEN DIRECTING

COMMUNICATING

- Emphasizes less aggressive, more suggestive means of communication

MOTIVATING

- Views teams as separate from personal effort
- Emphasizes goal-setting and formally defined relationships
- Sets high standards, emphasizes secure relationships and shows personal interest in employees

NEGOTIATING

- Achieves ends through suggestions and pleasant relationships
- Minimizes conflict by the stimulation of new ideas and procedures
- Takes abrupt changes of position in stride

CORRECTING

- Regards problems as the result of individual mistakes
- Solves problems by low-keyed correction in the form of teaching and sharing of ideas

DEVELOPING PERSONNEL

- Gives personal assignments and rewards

PREFERRED STYLE WHEN CONTROLLING

REVIEWING PERFORMANCE

- Emphasizes an agreeable manner in assessing achievement
- Determines performance standards by conferring with associates and thinking over results

DISCIPLINING

- Enforces rules on an individual level
- Keeps restriction of freedom low-keyed. Restrictions discussed rather than imposed
- Remains aware of sensitivity of individuals and dispiriting effects of impersonal discipline
- Carefully reviews and evaluates performance to discern the various possibilities for corrective action

SETTING PERFORMANCE STANDARDS

- Evaluates individual responsibility and initiative when setting standards and determining expected compliance



MANAGERIAL STYLE

PREFERRED STYLE WHEN CONTROLLING (cont.):

REPORTING

- Defines organizational goals and job requirements as the focus of reporting and control

MAINTAINING QUALITY/QUANTITY PERFORMANCE

- Maintains performance by focusing on goals and the demands of the job rather than on strict supervision of individuals
- Maintains standards by forming better ways and means of doing things

MANAGING CHANGE

- Takes appropriate individual action when changes in circumstances necessitate it
- Applies rules and guidelines flexibly. Encourages when and where needed

HANDLING GRIEVANCES

- Emphasizes importance of feelings. Considers insight into behavior and motivation crucial to problem-solving and control

BIRKMAN CAREER EXPLORATION REPORT

THIS REPORT WAS PREPARED FOR
KIRK MORGAN (G5CMHM)
DATE PRINTED | November 05 2018



CAREER EXPLORATION REPORT



Self-assessment is the first step in the career planning process. It can be a valuable tool for clarifying career direction, assisting in career transition and capitalizing on innate preferences that contribute to job satisfaction and success.

Your results have been generated from your responses to The Birkman Method® assessment. This comprehensive assessment measures behavioral traits, motivation, stress and occupational interests. The Birkman Method is backed by over 60 years of research and application.

Your Career Exploration Report is designed to give you a deeper understanding of yourself and the career options that are your best fit. Your report can help confirm career choices you are making, show you alternative career choices and build your personal awareness of the strengths, motivators and working environments that will help you succeed.

As you review your results, do not let them limit your career exploration. Rather, use your results as a guide for further exploring different career options that hold the highest potential for your success and well-being. With the assistance of a qualified career professional, you can develop career strategies and techniques to achieve your career goals.

CAREER EXPLORATION REPORT



You are unique. Your interests and behaviors define who you are and tell you how you are motivated. Imagine the possibilities if you were able to clearly communicate not only your skills, but also your most effective behavior for elevated performance.

The Birkman Career Exploration Report examines your relational characteristics from multiple angles and uses that information to highlight key career areas that will provide you with the greatest potential for success.

The first portion of your report explores four important dimensions of who you are:

Birkman Interests

What you like; activities you prefer

Usual Behavior

How you relate to the world around you; the behavior other people see

Needs

The support you need from others and the environment around you

Stress Behavior

Negative, reactionary behavior when frustrated and your needs are not met



CAREER EXPLORATION REPORT

THE COLORS OF THE BIRKMAN METHOD

To help simplify information, the Career Exploration Report uses colors throughout each area. This is to help you identify your own characteristics and also understand the differences that exist with each area. Since every individual is different, it is unlikely that you will see one color consistently throughout your report. Your unique color combination is the most important as it describes your unique attributes and provides a roadmap to reach your greatest potential.

BIRKMAN INTERESTS

RED	<ul style="list-style-type: none">• Implementing• Seeing a finished product• Solving practical problems• Working through people	<ul style="list-style-type: none">• Selling and promoting• Persuading• Motivating people• Counseling or teaching• Working with people	GREEN
YELLOW	<ul style="list-style-type: none">• Scheduling• Doing detailed work• Keeping close contact• Working with numbers• Working with systems	<ul style="list-style-type: none">• Planning• Dealing with abstraction• Thinking of new approaches• Innovating• Working with ideas	BLUE

USUAL BEHAVIOR

RED	<ul style="list-style-type: none">• Friendly• Decisive and energetic• Frank• Logical	<ul style="list-style-type: none">• Competitive• Assertive• Flexible• Enthusiastic about new things	GREEN
YELLOW	<ul style="list-style-type: none">• Orderly• Concentrative• Cautious• Insistent	<ul style="list-style-type: none">• Insightful• Selectively sociable• Thoughtful• Reflective• Optimistic	BLUE

CAREER EXPLORATION REPORT



NEEDS

RED	<ul style="list-style-type: none">• Encourage group interaction• Offer clear-cut situations• Give plenty to do• Be direct and logical	<ul style="list-style-type: none">• Encourage competition• Be assertive• Allow flexibility• Introduce novelty and variety	GREEN
YELLOW	<ul style="list-style-type: none">• Encourage an organized approach• Permit concentration on tasks• Offer an environment of trust• Be consistent	<ul style="list-style-type: none">• Offer individual support• Encourage expression of feelings• Allow time for reflection• Give time for difficult decisions	BLUE

STRESS BEHAVIOR

RED	<ul style="list-style-type: none">• Find it hard to give individual support• Become impatient• Are "busy" for the sake of it• Dismiss others' feelings	<ul style="list-style-type: none">• Are easily distracted• Distrust others• Become domineering• Fail to follow the plan	GREEN
YELLOW	<ul style="list-style-type: none">• Become over-insistent on rules• Resist necessary change• Are reluctant to confront others• May be taken in	<ul style="list-style-type: none">• Ignore social convention• Become indecisive• Find it hard to act• See the worst possibilities	BLUE

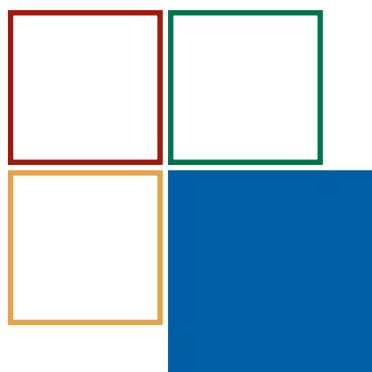
CAREER EXPLORATION REPORT



BIRKMAN INTERESTS

THE ACTIVITIES YOU ENJOY MOST

Your Birkman Interests indicate the type of work you enjoy, the hobbies that captivate you, and the activities that bring pleasure and fulfillment. Interest does not relate to talent or skill within any area, but is critical to finding a successful and satisfying career.



Interests in the Blue quadrant include:

- Planning
- Dealing with abstraction
- Thinking of new approaches
- Innovating
- Working with ideas

You will be drawn most heavily to job roles that involve:

- Innovation and Implementation of Concepts
- Tying Ideas Together
- Motivating and Persuading

Job functions you will be attracted to will allow for:

- Exploring curiosity and thinking of new ways to make process/products more efficient and effective; testing new ideas using practical methods
- Tying ideas together to integrate overall plans; working with others to make sure they are working together in a way to move plans forward
- Motivating and influencing others either through persuasion or education

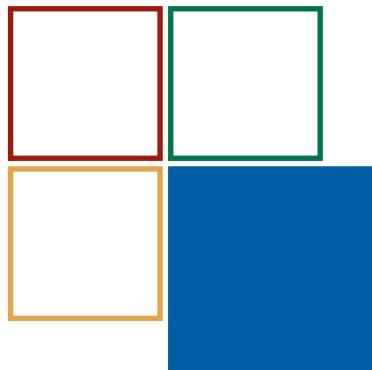
CAREER EXPLORATION REPORT



USUAL BEHAVIOR

HOW YOU RELATE TO OTHERS

Usual Behavior is the positive behavior we have learned to use as a means of achieving success. It is your own personal socialized behavior that you have learned works best for you and what others see as your strengths.



Usual Behaviors in the Blue quadrant include:

- Insightful
- Selectively sociable
- Thoughtful
- Reflective
- Optimistic

Your Usual Behavior indicates that you are:

- Selectively sociable and thoughtful
- Optimistic and creative

You may also tend to be:

- Concentrative
- Organized
- A team player

In describing yourself, be sure to indicate:

- That you spend enough time on decisions that mistakes are not made due to hasty action
- That you take time to listen to what others have to say
- That you are patient with long-term projects
- That you pay attention to detail and follow through

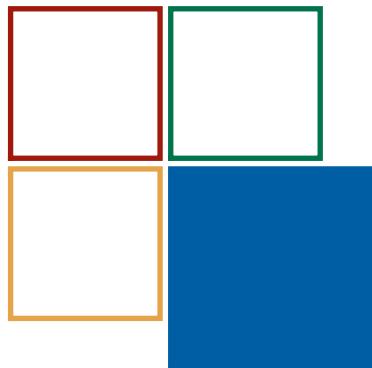
CAREER EXPLORATION REPORT



NEEDS

SUPPORT NEEDED FROM ENVIRONMENT AND OTHERS

Our Needs are a vital part of who we are, and perhaps the most important aspect of our personality. Our Needs describe how we want to be treated, supported and motivated. Our Needs must be met in order for us to exhibit our Usual Behavior.



Your Needs indicate that you prefer:

- Individual reassurance
- Direction by suggestion
- Stimulating activities
- Freedom to create own schedule

Needs in the Blue quadrant include:

- Offer individual support
- Encourage expression of feelings
- Allow time for reflection
- Give time for difficult decisions

To access these attributes within an organization, ask questions such as:

- Will the position include opportunities to work independently?
- Describe how decisions are typically made within the organization?
- Describe the prevalent communication style of those in the organization
- How much direct interaction will there be with the person to whom I report?
- Describe the leadership style of the person to whom I will be reporting

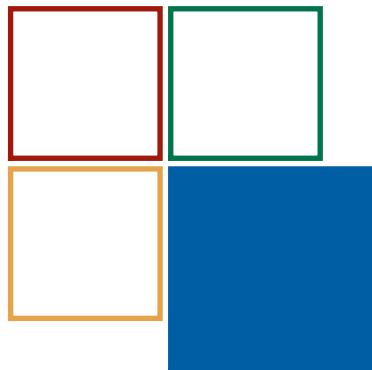
CAREER EXPLORATION REPORT



STRESS BEHAVIOR

NEGATIVE BEHAVIOR EXPERIENCED WHEN FRUSTRATED

Stress Behavior results when our Needs are not being met. Although it is completely natural for Stress Behavior to occur, it is often seen by others as negative, ineffective and quite costly in human terms.



Stress Behaviors in the Blue quadrant include:

- Ignore social convention
- Become indecisive
- Find it hard to act
- See the worst possibilities

When frustrated and under stress, you may:

- Withdraw
- Feel fatigued
- Become indecisive
- Appear pessimistic
- Become overly sensitive to criticism

To manage this stress behavior when it occurs:

- Avoid withdrawing to avoid conflict, express your thoughts persuasively
- Find ways to revive your physical energy
- Make timely decisions even if you have to make changes later
- Don't be overly critical when problems and setbacks arise
- Realize that others are just stating the facts as they see them

CAREER EXPLORATION REPORT



SUMMARY

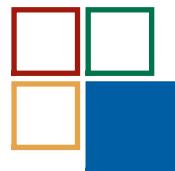
In any career journey it is important to use information regarding your behavior and motivations in conjunction with your skills, knowledge, abilities, and values to find the ideal career that lets you reach greatest potential.

REMEMBER THESE KEY POINTS WHEN ASSESSING FUTURE ROLES AND CAREERS

BIRKMAN INTERESTS

Seek out roles that incorporate activities that allow you to:

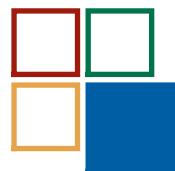
PLAN
DEAL WITH ABSTRACTION
THINK OF NEW APPROACHES
INNOVATE
WORK WITH IDEAS



USUAL BEHAVIOR

Your style when relating to others and accomplishing tasks is:

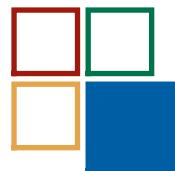
INSIGHTFUL
OPTIMISTIC
THOUGHTFUL
SELECTIVELY SOCIALE



NEEDS

To be productive, make sure the environment around you:

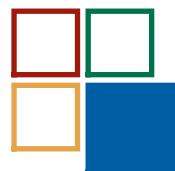
OFFERS INDIVIDUAL SUPPORT
ENCOURAGES EXPRESSION OF FEELINGS
ALLOWS TIME FOR REFLECTION
GIVES TIME FOR DIFFICULT DECISIONS



STRESS BEHAVIOR

Under stress you may:

IGNORE SOCIAL CONVENTION
BECOME INDECISIVE
FIND IT HARD TO ACT
SEE THE WORST POSSIBILITIES

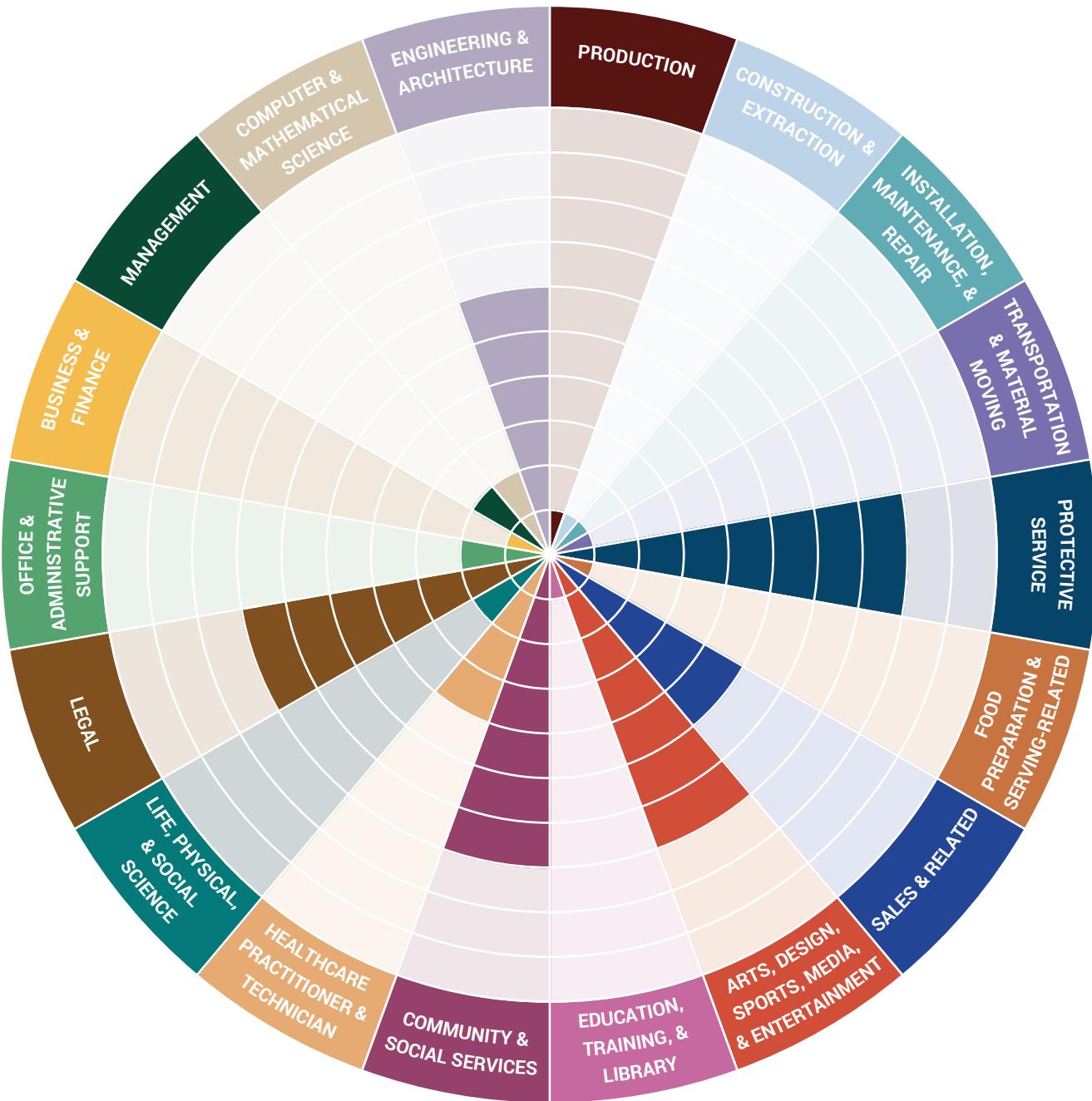


CAREER EXPLORATION REPORT



JOB FAMILIES

The Job Families section is a detailed profile analysis comparing your degree of match to successful individuals in various Job Families and Job Titles. Each Job Family is based on multiple profiles that have been created by examining individuals in similar roles that have demonstrated success. Your scores are determined by comparing you to those profiles to identify the environments that offer the greatest potential of success. The overview below displays your strongest career options that have the best potential fit for you.



CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

This section takes an in-depth look at the specific jobs you look most and least similar to within each of the Job Families. When online, click on the hyperlinked Job Titles to visit the US Department of Labor website where you can explore each Job Title in more detail.

Protective Service



Serving and protecting the best interests of the community, environment, and/or individuals, adhering to federal, state, and local laws. Duties may include investigating criminal cases, regulating traffic and crowds, fire fighting, ticketing/arresting perpetrators, inspecting baggage or cargo, responding to emergency situations, patrolling designated areas, guarding establishments, and providing other security measures.

- Police & Sheriff Patrol Officers
- Security, Police, & Fire Fighting Enforcement Managers
- Supervisors Of Police, Fire Fighting, & Correctional Officers

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.

- Clergy
- Directors (Religious Activities & Education)
- Social & Human Service Assistants

Legal



Researching, litigating, and documenting matters relating to the law, specializing in litigation, arbitration, transcription, investigation, or negotiation of legal issues. Duties may include representing clients in legal proceedings, examining legal statutes, documenting agreements, drafting contracts, investigating cases, and transcribing hearings.

- Litigation Lawyers (Win-Lose Outcomes)
- Paralegals & Legal Assistants
- Corporate Lawyers (Consensual Outcomes)

Arts, Design, Sports, Media, & Entertainment



Creating and/or expressing ideas or demonstrating talents through various media for entertainment, informational, or instructional purposes. Duties may include acting, dancing, singing, designing graphics, operating media equipment, translating text, writing literature, producing/directing movies or plays, public speaking, radio announcing, competing in sporting events, news reporting, among other specific functions within the media.

- Musicians & Singers
- Graphic Designers
- Public Relations & Communication Managers
- Writers & Authors

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.

- Environmental Engineers
- Computer Hardware Engineers
- Architects

CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

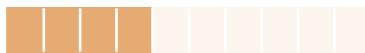
Sales & Related



Selling goods or services to a wide range of customers across various industries. Duties may include selling retail, appliances, furniture, auto parts, medical services, insurance, real estate, financial or consulting services, securities and commodities, as well as other products/services.

- Advertising & Promotions Managers
- Advertising Sales Agents
- Marketing Managers
- Real Estate Brokers

Healthcare Practitioner & Technician



Providing medical care and treatment in an effort to achieve optimal mental and physical patient well-being. Duties may include assessing patient health, diagnosing illnesses, performing surgery, prescribing medication, implementing prevention strategies, conducting/reviewing laboratory diagnostics, and supervising medical support staff. Most of these occupations require a graduate education.

- Physicians
- Medical & Health Services Managers
- Pharmacists

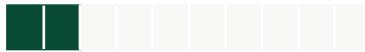
Office & Administrative Support



Providing clerical support within an organization. Duties may include preparing statements, tracking accounts, record keeping, bill collecting, making phone calls, scheduling appointments, entering data, providing customer service, ordering and tracking inventory, handling monetary transactions, among other administrative support tasks.

- Supervisors Of Office & Administrative Support Workers
- Property Managers
- Customer Service Representatives

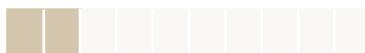
Management



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).

- Public Relations & Communication Managers
- Advertising & Promotions Managers
- Marketing Managers
- Education Administrators (Postsecondary)
- Security, Police, & Fire Fighting Enforcement Managers

Computer & Mathematical Science



Designing, developing, and maintaining databases, software, hardware, networks, and other information/logic systems. Duties may include collecting/organizing data, computer programming, providing technical support, web design, and configuring communication systems, among other data-driven functions.

- Computer Security Systems Specialists
- Network Systems & Data Communications Analysts
- Computer Systems Engineers/Architects

CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

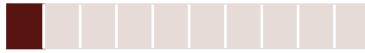
Life, Physical, & Social Science



Applying scientific knowledge and expertise to specific life, physical, or social science domains. Duties may include researching, collecting/analyzing qualitative and quantitative data, conducting experimental studies, devising methods to apply laws and theories to industry and other fields (e.g., mental health, agriculture, chemistry, meteorology, plant and animal life, human behavior and culture).

- Biological & Agricultural Technicians
- Chemists
- Biochemists & Biophysicists

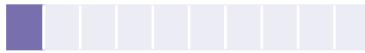
Production



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.

- Power, Gas, Chemical, & Waste Plant/System Operators
- Supervisors Of Production & Operating Workers
- Industrial Production Managers

Transportation & Material Moving



Piloting, driving, operating, or navigating transport vehicles or material moving machinery (e.g., aircraft, automobiles, water vessels, construction cranes, locomotives, tractors). Duties include flying commercial airplanes, directing air traffic, driving public or school buses, taxis, trucks, ambulances, commanding motor-driven boats, inspecting freight and cargo, conducting trains, operating forklifts, among other transportation and material moving tasks.

- Transportation, Storage, & Distribution Managers
- Supervisors Of Freight, Stock, & Material Handlers
- Logistics Managers

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.

- Supervisors Of Mechanics, Installers, & Repairers
- Transportation Mechanics & Technicians

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.

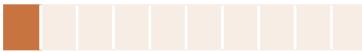
- Electricians
- Construction Managers
- Carpenters

CAREER EXPLORATION REPORT



JOB FAMILIES / JOB TITLES

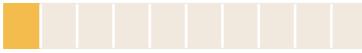
Food Preparation & Serving-Related



Preparing and cooking foods and/or serving patrons in dining establishments or other settings. Duties may include checking food quality, mixing drinks/ingredients, cleaning dishware, taking orders, planning menus, and other food/serving-related functions.

- Supervisors Of Food Preparation & Serving Workers
- Chefs & Head Cooks
- Food Service Managers

Business & Finance



Analyzing and evaluating business/financial information for the purposes of documenting, making recommendations and/or ensuring adherence to business protocol. Duties may include preparing financial reports, developing investment strategies, analyzing general business trends, or assessing risk/liability, to streamline the operations of an organization.

- Compliance Officers
- Fundraising Directors
- Personal Financial Advisors

Education, Training, & Library



Teaching/training individuals or groups of people academic, social, or other formative skills using various techniques/methods. Duties may include instructing children, adolescents, adults, individuals with special needs, or other specific samples within a formal or informal setting, creating instructional materials and educational content, and providing necessary learning resources.

- Education Administrators (Postsecondary)
- Librarians
- Elementary School Teachers (Except Special Education)