Birkman Career Management Report

The Birkman Career Management Report (The BCM Report) will help you understand more about yourself, how you relate to other people, and careers that hold good potential for satisfaction and fulfillment. Your results are based on your responses to The Birkman Method®, a behavioral, motivational, and occupational assessment supported by over 60 years of research and application.
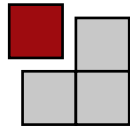
You are unique and complex. The BCM Report helps you simplify and apply information to help you manage your career. Imagine the possibilities if you were not only able to clearly communicate your skills, but also the behaviors that enhance your performance and help you work productively with others. The BCM Report has six sections, each on its own page.

Usual Style	How you typically relate to the world around you; the behavior people see when your needs are met and you are not under stress
Motivational Needs	The support you need from others and your environment to maintain your most effective and productive behavior
Stress Behaviors	The behaviors people see when your needs are not met and you are frustrated and under stress
Preferred Activities	Activities that align with your interests and passion
Ideal Work Environment	The work environment that offers the best fit for you
Job Families	Your top and bottom job profile matches based on an extensive database of job profiles

Birkman Color Quadrants ™

The BCM Report uses color to reduce complex information into groups of characteristics. The first four sections of this report explain your results by associating them with Birkman Color Quadrants. There are no right or wrong color quadrants, or combinations of color quadrants. Your results may be reflected by one, two, or even three colors.

Usual Style

YOUR USUAL STYLE

Red
- friendly
- decisive and energetic
- frank
- logical

Yellow
- orderly
- focused
- cautious
- insistent

Green
- competitive
- assertive
- flexible
- enthusiastic about new things

Blue
- insightful
- selectively sociable
- thoughtful
- reflective
- optimistic

Your Usual Style is the proactive, positive, and adaptable behavior you have learned to use to achieve successful outcomes. These strength behaviors help you work productively and are often seen as your strengths by others. Strength behaviors are comfortable and easy for you to use.
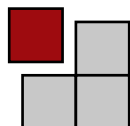
Your Usual Style is:

- Friendly, decisive and energetic
- Socially sensitive
- Fairly methodical in your approach
- Fairly assertive without being domineering

In describing yourself to others indicate that:

- You are responsive to a variety of demands
- You encourage healthy competition
- You pay attention to detail and follow through
- You spend enough time on decisions that mistakes are not made due to hasty action

Motivational Needs

Red
- group interaction
- clear-cut situations
- a lot of work to do
- direct and logical approach

Green
- a competitive environment
- to be assertive
- flexibility
- novelty and variety

YOUR MOTIVATIONAL NEEDS

Yellow
- an organized approach
- to concentrate on tasks
- an environment of trust
- consistency

Blue
- individual interaction and support
- opportunity to express feelings
- time for reflection
- time to make difficult decisions

Your Motivational Needs are an important part of who you are. They represent a unique internal perspective that governs how you want to be treated, supported, and motivated. Needs are not behavior, but your needs are a principal driver of your behavior which the people around you see and experience. Needs also significantly impact your overall sense of well-being and satisfaction.
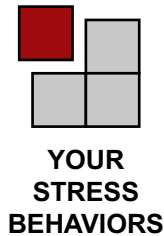
Your Motivational Needs indicate that you prefer:

- Casual, matter-of-fact relationships
- Directive scheduling
- Specific direction and control
- Stable systems and processes

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

- What is the pace of action like within the organization?
- Are instructions and expectations concise and clearly communicated?
- How dynamic is the working environment? Does change occur often?
- What types of support systems will be in place to help me be successful in this role?
- What is the leadership style of the person to whom I will be reporting?

Stress Behaviors

YOUR STRESS BEHAVIORS

Red
- find it hard to give individual support
- become impatient
- are "busy" for the sake of it
- dismiss others' feelings

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

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

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

Your Stress Behaviors are negative frustration behaviors that occur when your Motivational Needs are not met. They are often seen by others as ineffective and inflexible. Stress Behaviors can be quite costly in terms of relationships and personal productivity.
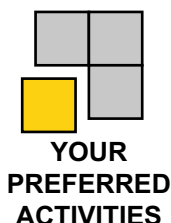
When frustrated and under stress, you may:

- Find yourself busy for the sake of it
- Become insensitive
- Become over-organizing and rigid
- Be resistant to change

To manage Stress Behaviors when they occur:

- Create or revise a priority list to guide your actions
- Listen carefully to others' opinions and be sure to critique your thinking before acting
- Control major issues and let the details work themselves out as projects develop
- Talk to someone you trust to get another perspective when major changes occur

Preferred Activities

YOUR PREFERRED ACTIVITIES

Red
- implementing
- seeing a finished product
- solving practical problems
- working through people

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

Yellow
- scheduling
- doing detailed work
- keeping close contact
- working with numbers
- working with systems

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

Your Preferred Activities impact the type of work you like doing, the hobbies you select, and the activities you enjoy. They do not represent your talent or learned skills, although people often develop skill in activities they enjoy. Participating in preferred activities is important to having a fulfilling career and satisfying life style.

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

- Planning
- Establishing structure and insuring quality
- Tying ideas together
- Fiscal responsibility and analysis

Job functions that will attract you will allow for:

- Placing importance on how information is worded and delivered; opportunities to write and develop strategies, marketing materials, presentations, or curriculum
- Placing importance on consistency and have clearly defined operational standards; opportunities to use proven processes to ensure quality
- Tying ideas together to integrate overall plans; working with others to make sure they are working together in a way to move plans forward
- Working with budgets or other numerical data for purposes of analysis and decision

Ideal Work Environment

The Ideal Work Environment graphs help you target work environments that can best support you and offer the greatest potential for your success. The bar graphs below show how closely your personality profile matches the profiles of satisfied people working in each of the four environments. The length of your bars indicates the degree of similarity.

Less Similar ● More Similar	**Definition**
Process	Process environments place emphasis on standards and quality. These environments will have established policy and procedures that guide how work is performed. These environments value measurement and concrete details.
Exploratory	Exploratory environments place emphasis on new ideas and innovative thought. These environments are characterized by specialized knowledge in specific fields, autonomous leadership practices, and long-term vision.
Operational	Operational environments place emphasis on tangible results and operational efficiencies. Work is typically performed in an expedited manner with focus being on results. These environments typically are associated with tangible products and services.
Relational	Relational environments place emphasis on people and stakeholder relationships. Growth and production are measured through the satisfaction of the client. These environments value influence and a sense of competition.

Target work environments that:

- Stress stability and quality
- Have defined measurements for performance
- Promote a strong process orientation
- Provide consistent and defined procedures
- Promote democratic leadership

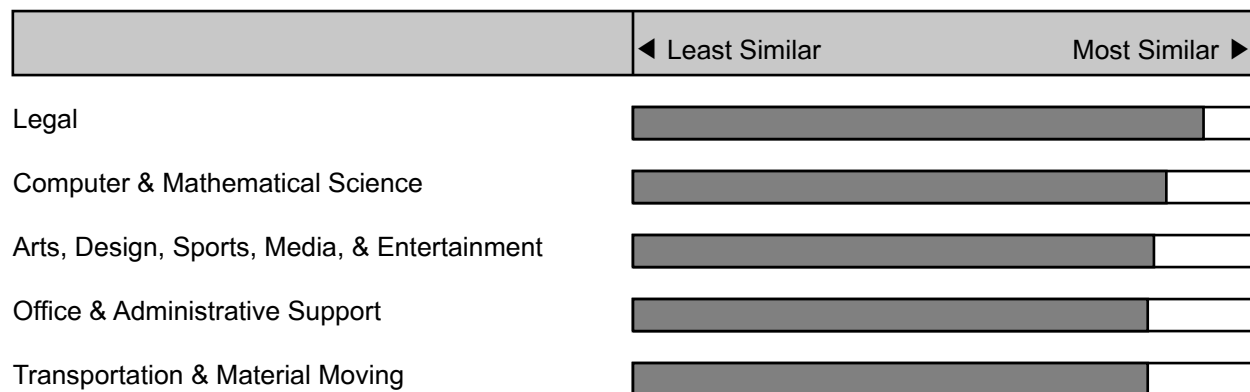## Ask these types of questions when assessing a work environment:

- Are there clear operating policies and procedures within the department/company?
- Is the environment stable and predictable or risk-taking?
- Does the department/company use quantifiable measurements to assess projects and performance?
- Does the department/company stress quality and accuracy over speed in taking action?
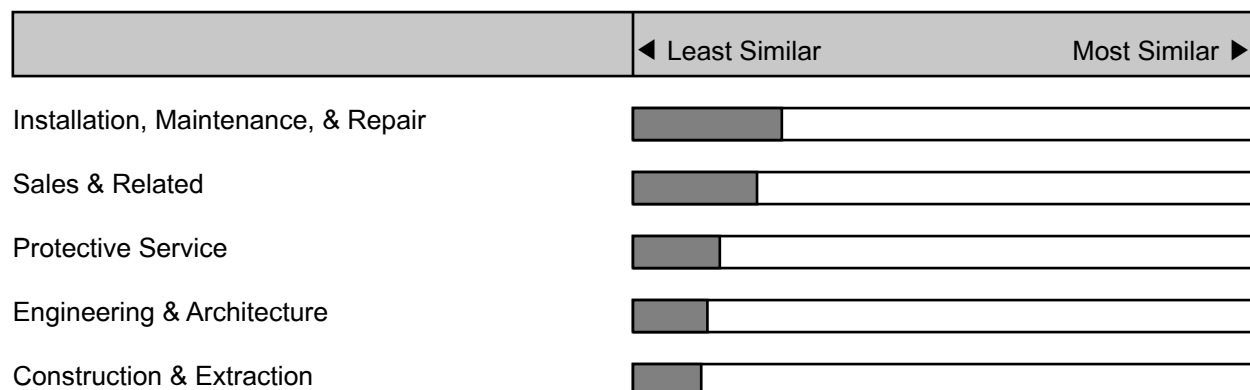
Job Families

The Job Families bar graphs can help you develop a career path that is likely suited to your interests and behavioral strengths by showing how similar you are to satisfied people working in those fields. The length of your bars indicates the degree of similarity.

Use the career groups as a general guide and not as a definitive or exhaustive list of occupational fields. This information can serve as a starting point for exploring specific career paths and jobs that may be a good fit for you.

Top Job Families

	◀ Least Similar Most Similar ▶
Legal	
Computer & Mathematical Science	
Arts, Design, Sports, Media, & Entertainment	
Office & Administrative Support	
Transportation & Material Moving	

Bottom Job Families

	◀ Least Similar Most Similar ▶
Installation, Maintenance, & Repair	
Sales & Related	
Protective Service	
Engineering & Architecture	
Construction & Extraction	

Your Career Guide
A Summary of Your BCM Report Results

When exploring and making career and life decisions, it is important to evaluate factors that typically determine a best fit. Based on your BCM results, key elements to consider are:

Your Preferred Activities

Determine that the roles and functions you are targeting will provide opportunities to do the things you enjoy.

- keep close control
- influence tasks indirectly
- draw up rules or procedures while considering the future
- combine doing detailed work with creating new approaches
- measure, monitor, record

Your Usual Style

Be sure that the environment will value and appreciate your personal style and the way you behave when you are most productive.

- friendly, decisive and energetic
- socially sensitive
- fairly methodical in your approach
- fairly assertive without being domineering

Your Needs

Understand what you need from the environment and from others so you can communicate your preferences and evaluate the extent to which a new environment or relationship will meet those needs. Seek out environments and relationships that:

- give you clear-cut decisions to make
- who are objective and rational in their delegation of tasks to you
- encourage trust and fairness
- tell you the rules and then don't interrupt you unnecessarily
- are democratic rather than assertive

Your Preferred Work Environment

Target work environments that will provide the best support and alignment for you. In a career transition, you can use this information to consider specific industries where you are most likely to find your preferred environment. Process environments place emphasis on standards and quality. These environments will have established policy and procedures that guide how work is performed. These environments value measurement and concrete details.

Your Leadership Style

Leadership style is the manner and approach used to provide direction, implement plans, and motivate others. You likely manage, lead, and accomplish goals through others by utilizing plans, strategies, and referring them to existing practices for guidance. You are primarily viewed as a delegator who arranges support and assists others in dealing with resource and implementation issues. In the final analysis, you typically expect staff and teams to perform assigned tasks themselves.