

BIRKMAN

COMPARATIVE

REPORT

THIS REPORT WAS PREPARED FOR:
JOHN Q. PUBLIC (BX6396)
JOHN PUBLIC (B22721)
DATE PRINTED | January 31 2024



BIRKMAN COMPARATIVE REPORT



Most of what we hear is an opinion, not a fact. Most of what we see is a perspective, not an absolute truth. When we accept that in relationships there is no one right way or right answer, we set ourselves up for better relationships - both professionally and personally.

The Birkman Comparative report describes significant similarities and differences between two people using each of the nine Birkman Components. Additionally, the report offers key recommendations to consider when two people work together.

Different Usual styles can make for an interesting dynamic when working together. However, when people's Needs differ significantly, it can present major challenges.

In cases where there is a significant difference between the two people on the Birkman Needs score, the report offers an additional explanation of how each person can understand the opposite approach.

Mostly unseen by others, Birkman Needs speak to our expectation of people and the world around us. When two people's Needs are very different, it creates the perfect environment for disagreements, misunderstandings and potential conflict. This is why it's important to address differences in a proactive way - before they cause problems and become personal.

Please note: Depending on the number of similarities and differences, the number of pages in the report may vary. If the Component scores are in the moderate range for Usual, Needs and Stress, a page will not be generated.

BIRKMAN COMPARATIVE REPORT



SOCIAL ENERGY

The Social Energy Component can affect the areas of social enthusiasm, participation in meetings, open lines of communication, comfort in interacting with groups, and spontaneous expression

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have similar strengths and assets. They:

- work well alone or in small groups
- relate better to people in one-on-one rather than social situations
- are able to take a stand against popular opinion when it is merited

Needs:



There are no consistent similarities or differences in the social expectations of JOHN Q. PUBLIC and JOHN PUBLIC

Stress Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC behave similarly when their expectations are not met. They:

- may ignore group dynamics and withdraw from social interaction
- may refuse to participate in group activities, even when such a refusal is inappropriate

JOHN Q. PUBLIC - 38/17/17
JOHN PUBLIC - 20/61/25



SOCIAL ENERGY

Key Recommendations



When working with JOHN Q. PUBLIC, JOHN PUBLIC should remember:

- to deal with JOHN Q. PUBLIC, where possible, outside of a group or social context
- to talk with JOHN Q. PUBLIC face-to-face, or in small groups, where possible
- that an approach based on one-on-one discussion is preferable to dealing with the matter in a group setting



When working with JOHN PUBLIC, JOHN Q. PUBLIC should remember:

- to offer JOHN PUBLIC a certain amount of group activity, while giving opportunities for working alone or with one or two other people
- to avoid isolating JOHN PUBLIC socially, or forcing participation in ongoing group-based work
- that JOHN PUBLIC does not expect, or want, excessive exposure to group involvement or protracted amounts of time alone

JOHN Q. PUBLIC - 38/17/17
JOHN PUBLIC - 20/61/25



PHYSICAL ENERGY

The Physical Energy Component can affect the areas of urgency in decision making, balance between thought and action, competitiveness as opposed to long-range results, and patience with planning and pacing

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have different strengths and assets.

JOHN PUBLIC tends to be more reflective and efficient in the use of people's energies, while JOHN Q. PUBLIC is more focused on immediate, direct action.

Needs:



There are no consistent similarities or differences in the social expectations of JOHN Q. PUBLIC and JOHN PUBLIC

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that JOHN Q. PUBLIC and JOHN PUBLIC exhibit when their expectations are not realized

JOHN Q. PUBLIC - 76/41/41
JOHN PUBLIC - 35/49/49



PHYSICAL ENERGY

Key Recommendations



When working with JOHN Q. PUBLIC and JOHN PUBLIC, other people should remember:

- to offer them a balance of scheduled tasks and a more relaxed environment that permits reflection prior to action
- to avoid over-scheduling, or significant periods of time with nothing to do
- that neither JOHN Q. PUBLIC nor JOHN PUBLIC expect, or want, an intense schedule, or an excessively reflective environment

JOHN Q. PUBLIC - 76/41/41
JOHN PUBLIC - 35/49/49

BIRKMAN COMPARATIVE REPORT



EMOTIONAL ENERGY

The Emotional Energy Component can affect the areas of practicality of ideas vs. thought and creative ideas, and control vs. expressions of enthusiasm

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have similar strengths and assets. They:

- see the subjective side of issues
- understand how emotions can color people's outlook
- are comfortable talking about feelings

Needs:



JOHN Q. PUBLIC and JOHN PUBLIC have similar expectations. They:

- do best with more subjective support
- prefer to have their emotions taken into account
- need opportunities to talk about how they feel

Stress Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC behave similarly when their expectations are not met. They:

- can become upset, perhaps even downhearted
- may allow emotions to determine actions to an inappropriate extent

JOHN Q. PUBLIC - 64/64/64
JOHN PUBLIC - 78/78/78



EMOTIONAL ENERGY

Key Recommendations



When working with JOHN Q. PUBLIC and JOHN PUBLIC, other people should remember:

- to be sure to allow time for the airing of more subjective issues during discussions
- to encourage discussion of emotional aspects of problems
- that permitting them to talk about how they feel is preferable to over-emphasizing "the facts"

JOHN Q. PUBLIC - 64/64/64
JOHN PUBLIC - 78/78/78

BIRKMAN COMPARATIVE REPORT



SELF-CONSCIOUSNESS

The Self-Consciousness Component can affect the areas of managing performance problems and performance reviews, awareness of feeling and special needs of others, using candor as an interpersonal tool, and dealing with sensitive or tough business issues

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have similar strengths and assets. They:

- tend to be direct and frank with one another and with other people
- keep one-to-one discussions brief and to the point
- are usually untroubled by self-conscious feelings

Needs:



There are no consistent similarities or differences in the social expectations of JOHN Q. PUBLIC and JOHN PUBLIC

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that JOHN Q. PUBLIC and JOHN PUBLIC exhibit when their expectations are not realized

JOHN Q. PUBLIC - 21/14/14
JOHN PUBLIC - 19/40/40



SELF-CONSCIOUSNESS

Key Recommendations



When working with JOHN Q. PUBLIC, JOHN PUBLIC should remember:

- to keep one-on-one discussions brief, forthright, and to the point
- to get to the point rapidly, with a minimum of preliminary courtesies
- that a direct approach is preferable to beating about the bush



When working with JOHN PUBLIC, JOHN Q. PUBLIC should remember:

- to balance directness and sensitivity in one-to-one encounters
- to avoid both brusqueness and unnecessary expressions of respect
- that JOHN PUBLIC does not expect, or want, exclusive directness or consistent sensitivity on your part

JOHN Q. PUBLIC - 21/14/14
JOHN PUBLIC - 19/40/40

BIRKMAN COMPARATIVE REPORT



ASSERTIVENESS

The Assertiveness Component can affect the areas of cooperation, conflict management, use of authority, listening skills, openness to others' ideas, and emphasis in delegation

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have similar strengths and assets. They:

- tend to be assertive when directing others
- appear as natural authority figures
- find it easy to tell other people what to do

Needs:



JOHN Q. PUBLIC and JOHN PUBLIC have similar expectations. They:

- need to know exactly who is the dominant authority figure
- respond well to direct orders from those whose authority they respect
- prefer authoritative but fair superiors

Stress Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC behave similarly when their expectations are not met. They:

- may become domineering and aggressive
- can "take over" in the absence of formally delegated authority

JOHN Q. PUBLIC - 87/75/75
JOHN PUBLIC - 66/94/94

BIRKMAN COMPARATIVE REPORT



ASSERTIVENESS

Key Recommendations



When working with JOHN Q. PUBLIC and JOHN PUBLIC, other people should remember:

- that it is important for them both to know exactly who is "in charge"
- to be fairly assertive when giving orders
- that a strongly directive approach is to be preferred to trying to be pleasant and agreeable

JOHN Q. PUBLIC - 87/75/75
JOHN PUBLIC - 66/94/94

BIRKMAN COMPARATIVE REPORT



INSISTENCE

The Insistence Component can affect the areas of managing meetings effectively, clarity of delegation, project management/time management, and sustaining systems and procedures

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have similar strengths and assets. They:

- prefer to follow procedures and policies
- are good at working the plan
- set about things methodically and in an orderly manner

Needs:



There are no consistent similarities or differences in the social expectations of JOHN Q. PUBLIC and JOHN PUBLIC

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that JOHN Q. PUBLIC and JOHN PUBLIC exhibit when their expectations are not realized

JOHN Q. PUBLIC - 76/42/42
JOHN PUBLIC - 61/49/49



INSISTENCE

Key Recommendations



When working with JOHN Q. PUBLIC and JOHN PUBLIC, other people should remember:

- to offer a balance of structured guidance and general guidelines
- to avoid both unnecessary rules and vagueness about procedures
- that neither JOHN Q. PUBLIC nor JOHN PUBLIC expect, or want strict, rules-based boundaries, or no formal structure at all



INCENTIVES

The Incentives Component can affect the areas of winning materialistic rewards, winning intangible rewards, risk-taking in the workplace, security in the workplace, comfort with bargaining for self, comfort with negotiating for equitable results

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have similar strengths and assets. They:

- are competitive and like to win
- enjoy bargaining, selling, and trading
- seek tangible rewards in proportion to their contribution

Needs:



JOHN Q. PUBLIC and JOHN PUBLIC have different expectations.

JOHN Q. PUBLIC responds best to a more team-focused environment that focuses on intangibles.

By contrast, JOHN PUBLIC is motivated by a more competitive environment that rewards individual achievement.

Stress Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC behave similarly when their expectations are not met. They:

- may become distrustful of others
- can be viewed as too self-protective

JOHN Q. PUBLIC - 71/34/75
JOHN PUBLIC - 85/65/65



INCENTIVES

Key Recommendations



When working with JOHN Q. PUBLIC, JOHN PUBLIC should remember:

- to focus where possible on intangible benefits and general rewards
- to stress team rather than personalized incentives
- that discussion based on general benefits is preferable to emphasizing personal financial incentives



When working with JOHN PUBLIC, JOHN Q. PUBLIC should remember:

- to emphasize where possible matters of personal, tangible benefits and rewards
- to encourage individual competitiveness
- that an approach that emphasizes personal incentive over more generalized, tangible benefits is preferable

JOHN Q. PUBLIC - 71/34/75
JOHN PUBLIC - 85/65/65

BIRKMAN COMPARATIVE REPORT



RESTLESSNESS

The Restlessness Component can affect the areas of comfort in shifting business priorities, patience with interruptions, and flexibility in accepting externally imposed change

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have different strengths and assets.

JOHN PUBLIC likes to focus on a task and resists distractions well, while JOHN Q. PUBLIC likes to work on several things at the same time, and enjoys introducing change.

Needs:



There are no consistent similarities or differences in the social expectations of JOHN Q. PUBLIC and JOHN PUBLIC

Stress Behavior:



There are no consistent similarities or differences in the less-than-productive behaviors that JOHN Q. PUBLIC and JOHN PUBLIC exhibit when their expectations are not realized

JOHN Q. PUBLIC - 90/6/75
JOHN PUBLIC - 7/49/49



RESTLESSNESS

Key Recommendations



When working with JOHN Q. PUBLIC, JOHN PUBLIC should remember:

- to keep unnecessary changes to a minimum, and give plenty of warning when changes are necessary
- to permit concentration on the task at hand, without interruption
- that involving JOHN Q. PUBLIC in discussions about change is preferable to imposing it unilaterally



When working with JOHN PUBLIC, JOHN Q. PUBLIC should remember:

- to find a balance between the stimulus of change and the security of routine
- to avoid both unnecessary interruptions and too protected an environment
- that JOHN PUBLIC does not expect, or want, constant interruptions or completely predictable surroundings



THOUGHT

The Thought Component can affect the areas of decision timeliness, degree of comfort with risk, and consistency in positions taken

Working With One Another and With Others

Usual Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC have different strengths and assets.

JOHN PUBLIC tends to be decisive, and sees issues in black-and-white terms, while JOHN Q. PUBLIC is more thoughtful, and can see subtleties in many situations.

Needs:



JOHN Q. PUBLIC and JOHN PUBLIC have different expectations.

JOHN PUBLIC does best working in unambiguous situations which permit quick decisions.

By contrast, JOHN Q. PUBLIC needs time to make decisions, particularly difficult ones, and responds well to ambiguous situations where options may be vague.

Stress Behavior:



JOHN Q. PUBLIC and JOHN PUBLIC behave similarly when their expectations are not met. They:

- can worry needlessly over even small decisions
- may delay making a decision until overtaken by events

JOHN Q. PUBLIC - 62/62/62
JOHN PUBLIC - 31/2/75



THOUGHT

Key Recommendations



When working with JOHN PUBLIC, JOHN Q. PUBLIC should remember:

- to reduce issues to their basic components, where possible
- keep ambiguity to a minimum
- that an approach that focuses on basic issues is preferable to clouding the discussion with further options



When working with JOHN Q. PUBLIC, JOHN PUBLIC should remember:

- to give plenty of time for decisions, particularly if they are difficult or complex
- to offer plenty of alternatives, rather than yes-or-no decision-making situations
- that time spent helping JOHN Q. PUBLIC evaluate options is preferable to attempting to force a fast resolution

JOHN Q. PUBLIC - 62/62/62
JOHN PUBLIC - 31/2/75