

This Report Was Prepared For
 JOHN Q. PUBLIC
 PAOC - Greg Bland

BX6396

YOUR STRENGTHS AND NEEDS

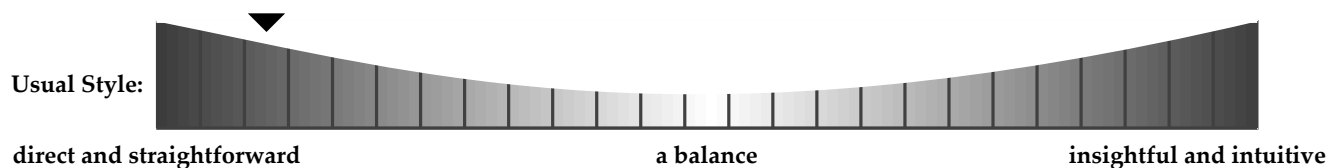
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

You gain knowledge about your usual style, considered your most effective style or your natural strengths. Very importantly, you also see how your needs determine your ideal work environment and your possible reactions when these needs are not met.

The Birkman Method® Strengths and Needs Report develops your own personal profile and guide to show you the most effective way to deal with:

- Relating to individuals, groups (and feelings)
- Handling schedules, systems, procedures, details
- Resolving conflict, authority issues and personal independence
- Decision making, inclination toward action, patience
- Risk taking, incentives, security
- Work place intensities, personal life commitments

These areas and others on the Strengths and Needs Report are designed in both verbal and graphic form (represented by 3 shaded bars) to provide information on your usual style, what you need in your ideal environment and which behaviors to try to avoid. An example of the first bar, Usual Style, is shown below.



Each of the three bars symbolizes a range of behaviors that increase in intensity as those particular behaviors move toward either end of the bar. The lightly shaded mid-range on the bar denotes behavior that is less intense and not as easily recognized. The arrow pinpoints your individual score on this spectrum.

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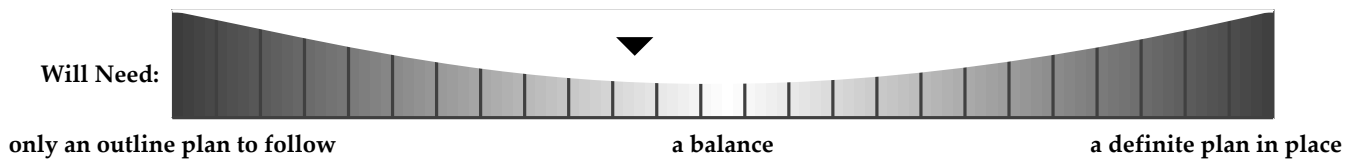
YOUR PERSONAL STRENGTHS AND NEEDS Organizing (Need for Structure)



Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

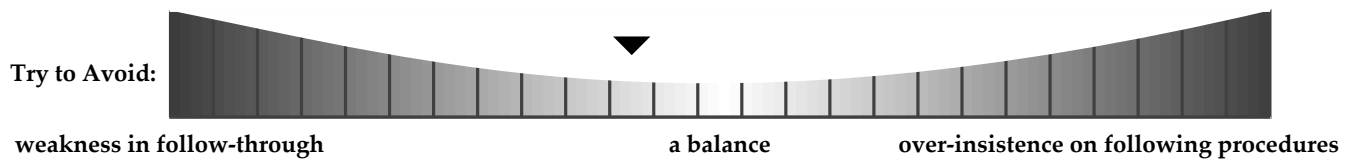
STRENGTHS

- systematic
- detail-oriented
- procedure-minded



NEED: Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

CAUSES OF STRESS: When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.



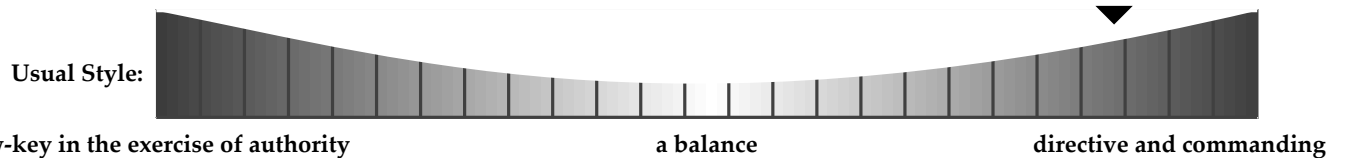
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- de-emphasis on system
- over-controlling

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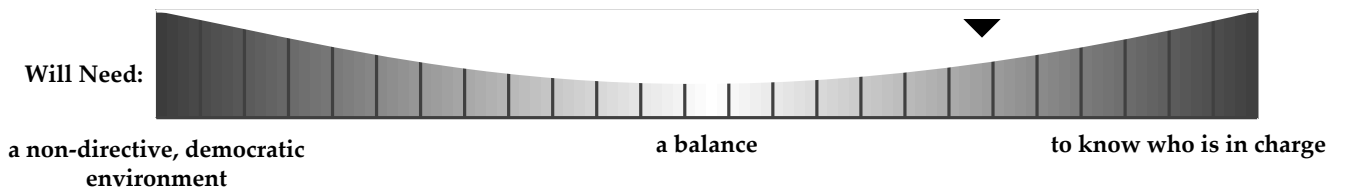
YOUR PERSONAL STRENGTHS AND NEEDS Authority Relationships (Need for Authority)



You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

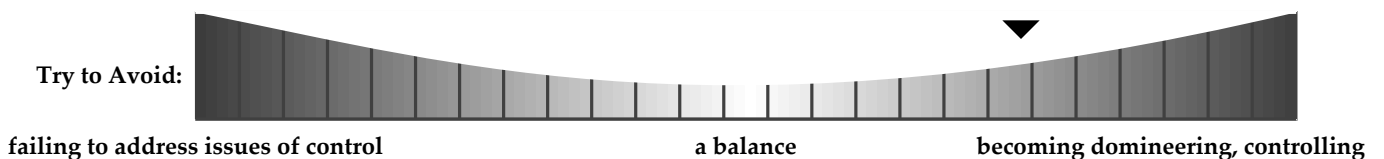
STRENGTHS

- self-assertive
- seeks to influence and excel
- enjoys exercising authority



NEED: From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

CAUSES OF STRESS: You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

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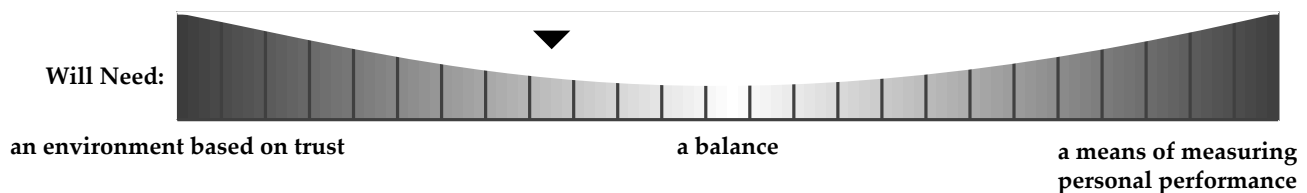
YOUR PERSONAL STRENGTHS AND NEEDS Idealism and Realism (Need for Advantage)



Your self-image of being competitive gives you a decided advantage in promotional activities. You are realistic in your expectations of others, and can use your creativity in the art of winning to protect and promote your personal interests.

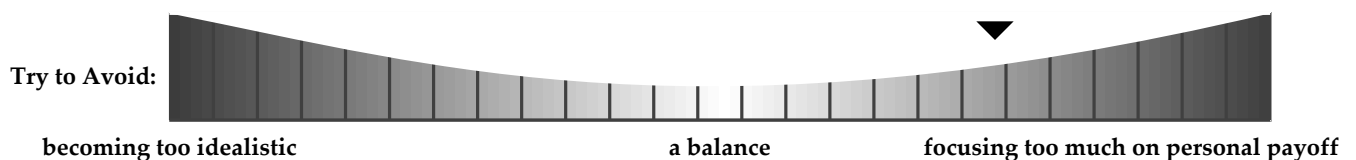
STRENGTHS

- likes competition
- opportunity-minded
- resourceful



NEED: While you need to be dealt with on the basis of individual incentive, this should be balanced with opportunities to help others. You need an environment which stresses the element of fair play, but still offers you a sense of advantage.

CAUSES OF STRESS: Since you expect others to be competitive on an "average" level, you can be surprised when they seem to be too self-serving or overly idealistic and impractical. Your response to either is likely to be distrust and suspicion.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- being impractical
- becoming opportunistic

Birkman Preview Report

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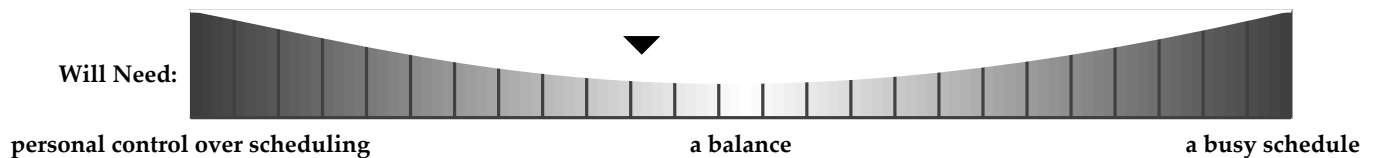
YOUR PERSONAL STRENGTHS AND NEEDS Reflection and Action (Need for Activity)



Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

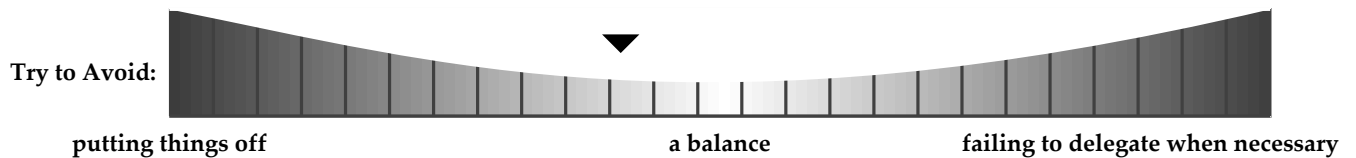
STRENGTHS

- enthusiastic
- energetic
- forceful



NEED: However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

CAUSES OF STRESS: External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- edginess
- feeling fatigued

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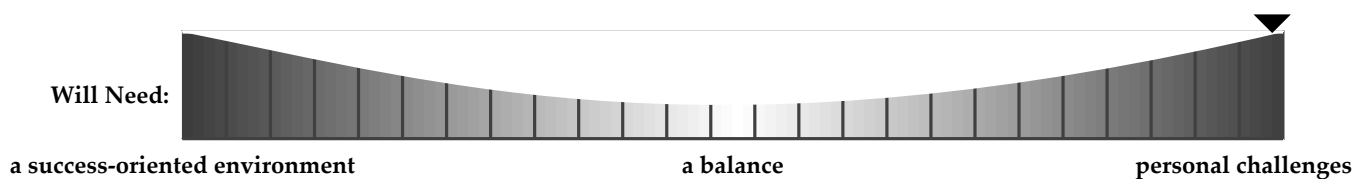
YOUR PERSONAL STRENGTHS AND NEEDS Your View of Yourself (Need for Challenge)



More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

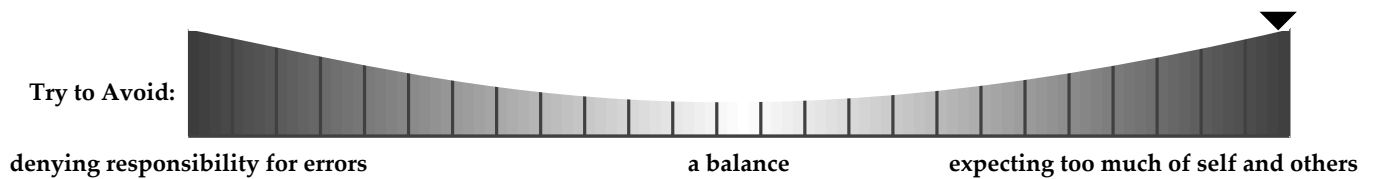
STRENGTHS

- driven
- strong-willed
- high expectations



NEED: You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

CAUSES OF STRESS: You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- becoming too self-critical
- strong emotional tension
- feelings of inadequacy

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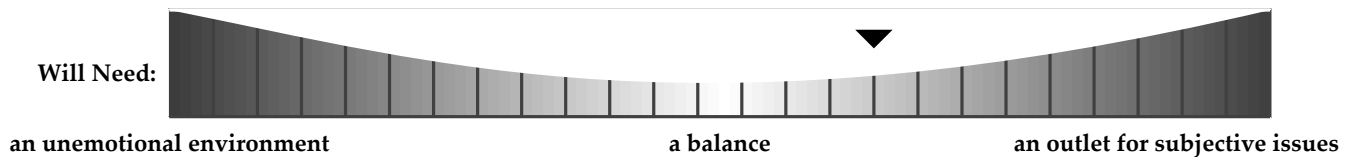
YOUR PERSONAL STRENGTHS AND NEEDS Dealing with Emotions (Need for Empathy)



Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

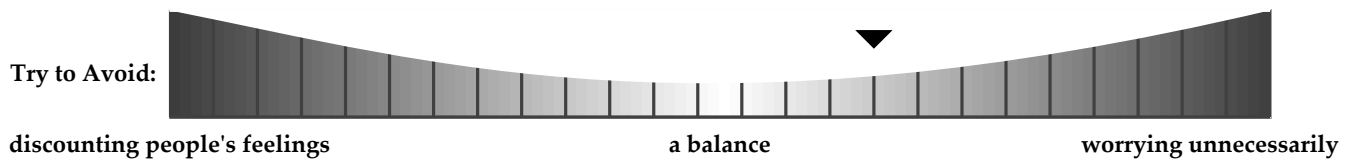
STRENGTHS

- objective, yet sympathetic
- warm, yet practical



NEED: You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

CAUSES OF STRESS: Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.



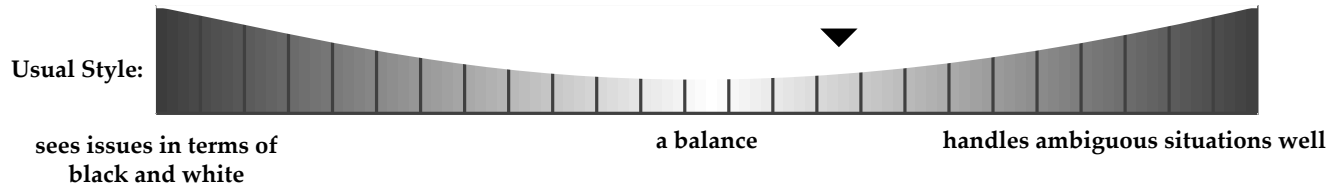
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- dejection
- becoming too impersonal
- loss of optimism

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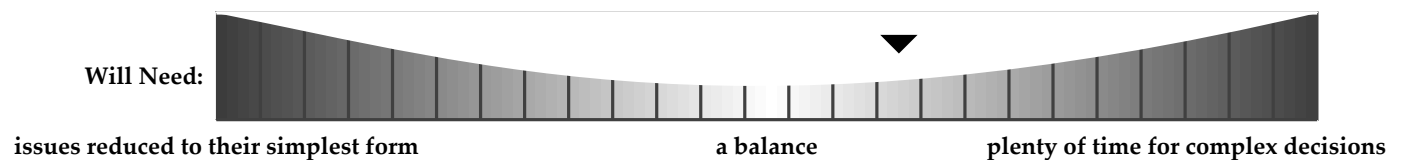
YOUR PERSONAL STRENGTHS AND NEEDS Making Decisions (Need for Thought)



With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

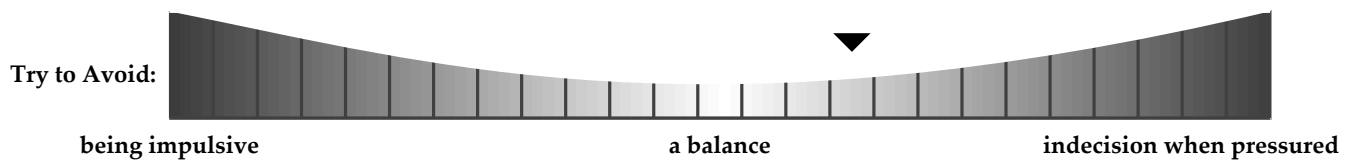
STRENGTHS

- thoughtfully decisive
- considers future and immediate consequences



NEED: The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

CAUSES OF STRESS: On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- delaying actions
- impatience