

BIRKMAN

COMPARATIVE

REPORT

THIS REPORT WAS PREPARED FOR:
JOHN PUBLIC (B00070)
Jane Public (D0010Y)
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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.



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:



PUBLIC and Public have different strengths and assets.

PUBLIC works well alone and prefers to approach people individually, while Public is more friendly and more likely to use meetings or social gatherings.

Needs:



PUBLIC and Public have similar expectations. They:

- need a certain amount of time alone or in small groups
- respond well to freedom from social demands for at least part of the time
- need time away from groups to help "recharge their batteries"

Stress Behavior:



PUBLIC and 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

PUBLIC - 11/11/11
Public - 74/38/38



SOCIAL ENERGY

Key Recommendations



When working with PUBLIC and Public, other people should remember:

- to avoid dealing with issues in meetings and other social contexts when it can be avoided
- to talk with 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

PUBLIC - 11/11/11
Public - 74/38/38



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:



There are no consistent similarities or differences in PUBLIC and Public's strengths and assets

Needs:



PUBLIC and Public have similar expectations. They:

- are stimulated by a busy environment
- like to have plenty to do
- respond well to heavy scheduling

Stress Behavior:



PUBLIC and Public behave differently when their expectations are not met.

Public may put off necessary actions, particularly if they are tedious.

By contrast, PUBLIC can become busy for its own sake, and may start to micro-manage instead of delegating effectively.

PUBLIC - 92/73/73
Public - 54/76/25

BIRKMAN COMPARATIVE REPORT



PHYSICAL ENERGY

Key Recommendations



When working with PUBLIC and Public, other people should remember:

- to give them both plenty to do
- to motivate them with a fairly intense schedule
- that suggesting more effective ways of using their abundant energies is preferable to attempting to lighten their schedules

PUBLIC - 92/73/73
Public - 54/76/25

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:



PUBLIC and 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:



There are no consistent similarities or differences in the social expectations of PUBLIC and Public

Stress Behavior:



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

PUBLIC - 78/59/59
Public - 75/37/75



EMOTIONAL ENERGY

Key Recommendations



When working with Public, PUBLIC should remember:

- to focus on the facts, rather than the way people feel about those facts
- to keep more subjective issues to a minimum
- that objective discussion of problems is preferable to any display of emotion



When working with PUBLIC, Public should remember:

- that PUBLIC does not expect, or want, too much talk about emotional issues, or too strong an objective approach
- to find a balance between strict detachment and over-subjectivity when dealing with problems
- to avoid the extremes of objectivity or emotionalism as far as possible



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:



PUBLIC and 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:



PUBLIC and Public have different expectations.

PUBLIC prefers the direct and straightforward approach from others, and responds best to candid and open dialog.

By contrast, Public responds better to a more sensitive and individualized approach where any criticism is tempered with respect.

Stress Behavior:



PUBLIC and Public behave differently when their expectations are not met.

PUBLIC may become too terse and direct, and upset others without realizing it.

By contrast, Public may become over-sensitive, particularly to real or imagined criticism.

When Public is under stress she is likely to see PUBLIC as inclined to be outspoken; unduly independent of individual thinking and actions; at times overpowering.

When PUBLIC is under stress he is likely to see Public as over personalizing; allowing feelings to become too serious; evasive on occasion to avoid conflict; inclined to prolong explanations or simple instructions.

PUBLIC - 5/19/19
Public - 9/79/79



SELF-CONSCIOUSNESS

Key Recommendations



When working with PUBLIC, 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 Public, PUBLIC should remember:

- to temper directness with a certain sensitivity, particularly if criticism is involved
- to be sure that exchanges are courteous and diplomatic
- that time spent giving individualized attention will prove more effective than being candid or over-abrupt

How Public can understand PUBLIC:

His style is to give primary attention to objectives rather than individuals. As soon as you understand what he means, try to accept it without further elaboration or debate. Don't feel that you'll hurt his feelings if verbal exchanges are brief; that is his preference. Compliments are not particularly necessary to him and he will only accept them if fully deserved. It is important for you to remember when he is brief, it is not meant to be disconcerting to you, but to allow him time to accomplish his objectives.

How PUBLIC can understand Public:

Your directness can upset her - she takes it personally. Allow a little more time in your dealings with her, encourage her to express her concerns openly. It is important for her to have opportunities to explain. Show you appreciate her successes by telling her so. Balance criticism with time for her to justify her thoughts or actions. Try to remember that her diplomacy can be an asset to you in understanding and dealing with sensitivities.

PUBLIC - 5/19/19
Public - 9/79/79



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:



There are no consistent similarities or differences in PUBLIC and Public's strengths and assets

Needs:



PUBLIC and Public have different expectations.

Public responds best to agreeable, pleasant authority relationships, and prefers suggestions to orders.

By contrast, PUBLIC responds better to direct orders from authoritative but fair superiors.

Stress Behavior:



PUBLIC and 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

PUBLIC - 90/74/74
Public - 51/3/75



ASSERTIVENESS

Key Recommendations



When working with Public, PUBLIC should remember:

- to use a suggestive rather than an assertive approach to authority issues
- to ask rather than tell, when orders are being given
- that a low-key, pleasant approach is preferable to a display of dominance



When working with PUBLIC, Public should remember:

- that it is important for PUBLIC 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

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:



PUBLIC and Public have different strengths and assets.

Public tends to be flexible and often espouses new approaches, while PUBLIC prefers to be more methodical and focused on existing procedures.

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and Public

Stress Behavior:



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

PUBLIC - 79/40/40
Public - 29/29/29



INSISTENCE

Key Recommendations



When working with Public, PUBLIC should remember:

- to provide broad, rather than strict, guidelines where possible
- to keep formal procedures to a minimum and permit informal access to people and data
- that offering broad suggestions is preferable to trying to control with rules



When working with PUBLIC, Public should remember:

- to offer a balance of structured guidance and general guidelines
- to avoid both unnecessary rules and vagueness about procedures
- that PUBLIC does not expect, or want, strict "rules-based" boundaries or "no formal structure" at all

BIRKMAN COMPARATIVE REPORT



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:



PUBLIC and Public have different strengths and assets.

Public tends to be idealistic, trustful, and a "team player", while PUBLIC is more competitive and looks for more tangible rewards.

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and Public

Stress Behavior:



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

PUBLIC - 92/85/85
Public - 25/53/53



INCENTIVES

Key Recommendations



When working with PUBLIC, 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



When working with Public, PUBLIC should remember:

- that Public does not expect, or want, too much focus on either intangible or tangible rewards
- to strike a balance between emphasis on group and personalized incentives when dealing with Public
- to motivate using some, but not too much, incentivized competition among individuals.

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:



PUBLIC and Public have similar strengths and assets. They:

- like to work on several things at the same time
- consistently change daily routines
- can easily move attention from task to task

Needs:



There are no consistent similarities or differences in the social expectations of PUBLIC and Public

Stress Behavior:



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

PUBLIC - 67/49/75
Public - 99/52/52



RESTLESSNESS

Key Recommendations



When working with PUBLIC and Public, other people 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 neither PUBLIC nor Public expect, or want, constant interruptions or completely predictable surroundings

PUBLIC - 67/49/75
Public - 99/52/52



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:



PUBLIC and Public have different strengths and assets.

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

Needs:



PUBLIC and Public have similar expectations. They:

- need time to make decisions, particularly difficult ones
- respond well to ambiguous situations where options may be vague
- prefer not to be pressured for a fast decision

Stress Behavior:



PUBLIC and 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

PUBLIC - 31/71/71
Public - 92/62/62



THOUGHT

Key Recommendations



When working with PUBLIC and Public, other people should remember:

- to give them 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 them evaluate options is preferable to attempting to force a fast resolution

PUBLIC - 31/71/71
Public - 92/62/62