

JOHN Q. PUBLIC

Topic 1: How to manage him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Be direct and straightforward
 - Don't force group interaction on him constantly
 - Be sure he sees you as a natural authority figure, if he is to avoid the temptation to overstep his bounds
 - Offer challenging assignments; be aware of his tendency to blame himself for failures
 - Don't distract him with multiple concerns if it can be avoided
 - Offer him opportunities to express his individuality
-

Topic 2: His management style

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Shows evidence of being a management generalist rather than a specialist in any particular area
 - Unorthodox or less effective in operational roles
 - Thinks more like an accountant than other managers who share his general style
 - Looks more like an expert who works alone or heads up a small team, rather than the classic manager
-

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 3: His leadership style

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- An unselfconscious leader, direct and to the point, who prefers you to be frank with him
- Strongly directive and commanding, needing to see a similarly authoritative figure in you
- Self-demanding as a leader and also demanding of others, including you
- A reflective leader, at home in ambiguous or complex situations

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 4: How he seeks to influence others

Read each of the statements carefully, and then check the two or three statements you feel are most significant

Effective approach

- Talks directly to people in one-on-one encounters, believing that this demonstrates his respect for them
- Believes that outlining a structured plan and getting others to buy into it is the most effective approach
- Uses his natural authority to command the attention and agreement of others
- Likes to appeal to others' competitive natures by emphasizing individual as well as team benefits that may result from people's acceptance of his ideas
- Tends to offer an idea in terms of key actions steps and seeks agreement on those
- Presents ideas that may be more ambitious by emphasizing their demanding nature
- Likes to emphasize a variety of approaches to and benefits of the idea he is promoting
- Attempts to inspire others by out-of-the-box thinking and promoting more unusual ideas

Less effective approach

- Can fail to realize when he has alienated others by being too direct and forthright
- In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- Can see disagreement as a challenge to his authority: can become domineering, seeing criticism as a threat to his "turf" or personal authority
- Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- Can be over-demanding of himself and others: inclined to under-estimate the extent to which others are intimidated by lofty goals
- Can let his attention wander: inclined to follow others' focus on side issues, to the detriment of the main idea
- Can sometimes increase other people's resistance by being too unorthodox

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 5: How to talk to him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Get to the point. Don't worry too much about hurting his feelings
 - If the subject's important, talk to him alone
 - Don't be afraid to disagree openly with him as long as he appears to be relishing active debate
 - Don't downplay any difficulties surrounding the matter you are discussing, and don't flatter him. If the project is extremely demanding, say so
 - Keep irrelevant matters to an absolute minimum
 - Encourage him to think "outside the box" if you really want to engage his attention
-

Topic 6: Biggest mistakes you can make with him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Beating about the bush with him
 - Forcing him to participate unnecessarily in group activities
 - Failing to make it clear exactly who is in charge
 - Telling him that he has done well when that is not really true
 - Interrupting when he is concentrating
 - Making him conform unnecessarily
-

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 7: What kind of team player is he?

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- No individualized statements were generated for this respondent. The reason for this is that he tends to be moderate in behavior and in his reactions to others. He usually finds little difficulty in working with other team members, and they in turn should not find it necessary to make special allowances for him
-

Topic 8: His possible ineffective tactics in meetings

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Can tend to be dismissive of individuals he disagrees with
 - Can be silent during the meeting or refuse to contribute
 - May start to argue loudly, become bossy, even aggressive
 - Wants to win at all costs
 - Can become over-critical of others or accepts an unreasonable degree of responsibility for any problems
 - Can lose focus and bring in irrelevant issues
 - May make unconventional statements or suggestions, sometimes merely for effect
-

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 9: How he incentivizes others

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Tends to tell people forthrightly what he thinks is their value
 - More at ease when incentives can be determined from some pre-existing remuneration plan
 - Much prefers to recognize achievement with concrete financial rewards
 - Values employees who are busy and seem always to be heavily scheduled
 - Readily rewards those who make truly significant contributions
-

Topic 10: How to incentivize him

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Talk about remuneration privately, not openly
 - Reward only the attainment of demanding, meaningful achievements
 - Unorthodox incentives often work well with him
-

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 11: Motivating for best performance

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Likely to be more self-motivated when he is not made to specialize in a particular area of work
- Not strongly self-motivated when it comes to hands-on matters
- Responds readily to opportunities to influence others directly
- Particularly responsive to situations where he can help others
- Motivated by tasks involving numbers or statistics
- Prefers direct, no-nonsense instructions and encouragement
- Is most self-motivated when allowed some time to work alone or with a very small group
- Most effective when directed by someone he sees as a natural authority figure
- Often rises well to ambitious targets and goals
- Let him concentrate -- don't interrupt if it's avoidable
- Allow him to be a little unorthodox on occasion

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Career focus

	Name	Description	Score
[]	Accounting	General accounting, tax accounting, general auditing, controllers	8
[]	Knowledge Specialist	Counselors, psychologists, ministers, nursing managers, employee relations, professors, litigation specialists. Managers with high scores are often specialists in some area of expertise and may oversee smaller teams	7
[]	Social Service Counseling	Clergy, therapists, counselors, social workers, sociologists, psychologists	6
[]	Pre- or Post-Sales, Services	Bank marketing, sales of stocks and bonds, sales of medical services	6
[]	Human Relations, Training	Career counselors, HR and employee relations, marketing and advertising, legal assistants and consultants, industrial relations, lobbyists	6
[]	Financial	Banking operations, tellers, financial analysts, loan officers, financial officers	6
[]	Pre- or Post-Sales, Product	Sales engineers, sales of energy, pharmaceuticals, medical equipment, software; purchasing agents and buyers	6
[]	Arts	Visual arts, literary and editorial positions, performing arts, architecture, art sales, travel agents	5
[]	Teaching	Teachers, professors, educational administrators	5
[]	Administrative Management	Benefits administration, internal auditors, credit administration	5
[]	Advocacy/Career Generalist	Lawyers in litigation and business specialties. High scores are also characteristic of respondents who may be generalists, or who may not yet have determined a specific career path	4
[]	Health and Wellness	Nutritionists, pharmacists, nurses, physicians, health administrators, clinical scientists	4
[]	Direct Sales, Services	Insurance sales, real estate sales, telecommunications sales	4
[]	Investigative Research	Environmental workers and specialists, biologists, geologists, chemists, physicists, nuclear scientists	4
[]	Delegative Management	Property managers, sales managers, bank managers, controllers, administrators, managers in the entertainment and hospitality areas	4
[]	Direct Sales, Product	Sales of merchandise, clothing, costumes, jewelry, appliances, furniture, autos, general retail sales	4
[]	Technical Design	Medical technicians, computer analysts, programmers, agriculture, petroleum engineers, production engineers, civil engineers, electrical engineers, chemical engineers, mechanical engineers, research engineers	3

[]	Enforcement/Security	Enlisted military, firefighters, paramedics, police	3
[]	General Administrative	Receptionists, office clerks, secretaries, administrative assistants	3
[]	Maintenance/Operations	Operators in the energy and chemical industries	3
[]	Directive Management	Managers of operations, manufacturing, construction, petrochemical plants, telecommunications, utilities, police departments, grocery stores, information centers, and military officers	3
[]	Craftsmanship	Operators in manufacturing and construction	3
[]	Data Entry	Data entry clerks, bookkeepers, accounting or billing customer service	1

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 13: How he approaches job interviews

Read each of the statements carefully, and then check the two or three statements you feel are most significant

SECTION A: When he is at his best in the interview

- Responds directly and unselfconsciously to questions
- Most comfortable when the interview follows a structured format rather than being casual or informal
- Not afraid to express his differences with the interviewer
- Not afraid to discuss remuneration issues, particularly where these are related to competitive achievement
- Likely to come across in the interview process as an energetic candidate
- May appear self-critical during the interview, though this may well be the result of the high standards he sets himself
- May well address two or more topics at the same time during the interview process
- Sometimes has a slightly unorthodox way of looking at things which may become apparent during the interview

SECTION B: When he is less at ease in the interview

- Can be too direct and forthright
- May fail to respond adequately to social cues in the interview process
- May become unexpectedly domineering, particularly if annoyed by some aspect of the interview
- May appear over-eager when money matters are raised
- Can appear too self-critical, and critical of others too, during the interview process
- May start addressing another topic before fully answering the question that was asked
- May sometimes be tempted to say something unconventional when feeling pressured

SECTION C: Preparing for the interview

Practicing with a friend before an interview is an excellent idea. If he does this, he should ask his friend to watch particularly for the potential issues listed here

- He should be prepared to be courteous if the interviewer is attempting to put him at his ease
- He should remember that he may need to show social abilities if there is an interviewing panel or if the interview is conducted in a social setting
- He needs to keep calm even if he feels provoked in some way during the interview process

- [] He should have a prepared number of personal successes to talk about in the interview, and should avoid getting over-analytical about the questions he is asked
- [] He should be prepared for an interviewer to ask some unrelated question while he is still answering the previous question
- [] He should beware of saying something idiosyncratic when he is caught off-guard during the interview

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 14: Organizational fit

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Thinks in terms of classic organizational structure; relates well to the formal management structure of the large organization
- Prefers to manage using a combination of formal management training and field experience; inclined to be doubtful of those who are over-dependent on management theory, or of those whose management background is purely experiential
- Tends to be motivated primarily by the inherent interest he has in work or in its results, rather than by work for its own sake
- Can be something of a free-wheeler: tends to base his actions on what benefits the organization or his immediate group rather than on corporately mandated or abstract values
- Something of a free spirit; may be less predictable than other people in terms of his response to the corporate "line" and more inclined to follow his own way of thinking

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 15: The effect of interests on work

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- [] Has an above-average affinity for numbers. Work in the area of computers or financial services and products would be worth exploring
- [] Has above-average interest in promoting ideas, products, or services
- [] Has an unusual combination of promotional interest and an affinity for number. Might be effective in pre-sales or post-sales work; selling financial products or services; or positions which involve some accounting work with selling activities
- [] Brings a level of curiosity -- perhaps an investigative or research focus -- to the work that he does
- [] Likely to respond well to positions which involve helping people
- [] More interested in work which helps other people than might be suspected from the rest of his interests
- [] More attuned to working with numbers than people who share his general interests
- [] Not likely to be interested in positions which involve reading or writing

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

JOHN Q. PUBLIC

Topic 16: His challenges

Read each of the statements carefully, and then check the two or three statements you feel are most significant

- Can be unaware of the extent to which he is brusque or dismissive
- Can ignore social convention
- Becomes domineering, even aggressive
- Too tempted by short-term payoffs and by winning at any price
- A tendency to over-analyze, blame himself, feel inadequate
- Finds it hard to concentrate, is too easily distracted
- Too inclined to be different for its own sake

File No. BX6396. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com