



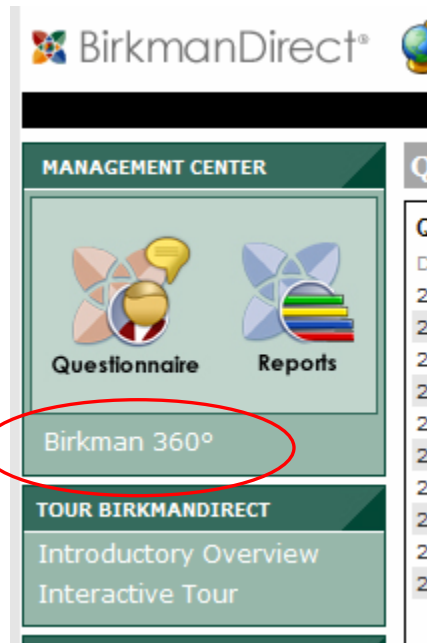
## Birkman 360<sup>®</sup> Birkman International, Inc.

The Birkman 360<sup>®</sup> measures the perceptions of those who work with an individual by asking them how often this individual exhibits skills and behaviors ("competencies") that are critical to his/her work and to his/her organization's success. Critical competencies differ somewhat from one organization and from one role or functional area to another. But the Birkman 360<sup>®</sup> collects data on the entire range of competencies that characterize highly effective persons and their organizations.

The Birkman 360<sup>®</sup> enables you to easily create 360<sup>®</sup> projects, send questionnaires to participants, track projects, and generate Birkman 360<sup>®</sup> reports.

To get started, go to <http://direct.birkman.com> and log in with your Birkman-assigned username and password. In the upper left hand section of the green menu you will see a link to the Birkman 360<sup>®</sup>.

Click on the link. If you do not see the link on your menu, please contact Birkman 360<sup>®</sup> Support at [360Group@birkman.com](mailto:360Group@birkman.com) or 1-800-215-2760.



Then click the **Project Menu** button, shown below in the “Getting Started” section.

---

## GETTING STARTED

---

If this is the first time you have set up a Birkman 360° project, we strongly recommend that you download the document, “Instructions for 360° Subjects and their Managers,” and forward it to the Project Subject. If you wish, you may fill in the name of the Project Subject, the date, and the Client Organization in advance.

When completed, the form will provide you with all of the information required to set up the project. It will also guide the Project Subject and his or her manager through the process of identifying Critical Competencies that, when entered with the other project data, can greatly improve the usefulness of the Final Report.

Please check the completed form to be sure:

- All Perspectives (other than Self and Manager) contain at least 3 respondents
- E-mail addresses have been provided for all respondents
- The Critical Competencies from the Worksheet have been included

For questions about navigating the 360° Report, you may consult the Help File on the Project Menu. In most cases, however, you should find the Project Setup screens self-explanatory and intuitive.

**NOTE:** Fees apply of \$150.00 per 360° project. A project is one Subject with unlimited respondents. The fee is incurred the first time a 360° report is generated for that Subject (re-prints of that Subject's report are free).

[Download "Instructions for 360° Subjects and Their Managers" Document](#)

Project Menu

---

## PROJECT MENU

The **Project Menu** (shown below) has five options:

- Create a New Project
- Current Projects
- Archived Projects
- Additional Options
- HELP Information

---

## PROJECT MENU

---

Please select from one of the following options:

Create a New Project

Archived Projects

Current Projects

Additional Options

HELP Information

## CREATE A NEW PROJECT

You will follow a series of 5 steps to **Create a New Project**. We will review the specifics of each step in this document. The steps are:

- Select Project Subject
- Verify Project Subject
- Select Project Perspectives
- Assign Perspectives
- Send Emails to Perspectives

### Create a New Project: Select Project Subject

#### SELECT PROJECT SUBJECT

Please select from one of the following options:

- Project Subject **HAS** completed the Birkman Method® Questionnaire.
- Project Subject **HAS NOT** completed the Birkman Method® Questionnaire.
- Project Subject **MAY HAVE** completed the Birkman Method® Questionnaire.

Next

Return To Project Menu

Because the Birkman 360° offers the feature of mapping the competencies back to the individual's Birkman Method® scores, it is advantageous to select the Project Subject from the Birkman database so that those scores can be utilized in the final report. It also helps to avoid common spelling errors that may result from hand-entering the information.

If you are uncertain whether the Project Subject has completed a Birkman Method® Questionnaire and would like to use The Birkman Method information in conjunction with the Birkman 360° report, please contact Birkman 360° Support at [360Group@birkman.com](mailto:360Group@birkman.com) or 1-800-215-2760.

You may add a Birkman ID number to the project information later from the **Run Reports** menu.

#### Project Subject **HAS** completed the Birkman Method® Questionnaire

If the Project Subject **HAS** completed the Birkman Method® Questionnaire, you will be able to search your BirkmanDirect database for this person. Enter a full or partial first and last name and click **Search**. Any matches will appear in the **Search Results** box. Highlight the desired person's name by clicking on it, and then click **Select**.

---

## SELECT PROJECT SUBJECT

---

To search your BirkmanDirect database for the Project Subject, type in all or part of the last name or first name and click **Search**. From the **Search Results** window, highlight the correct Project Subject and click **Select**.

Select Project Subject:		Search Results
First Name	<input type="text" value="sue"/>	<input type="text" value="SUE, PERUSER - BV1334"/>
Last Name	<input type="text" value="per"/>	
	<input type="button" value="Search"/>	<input type="button" value="Select"/>
	<input type="button" value="Back"/>	<input type="button" value="Return To Project Menu"/>

## Verify Project Subject

If the Project Subject information is correct, enter the name of the Client Organization in the space provided and click the **Next** button. The entry in this box will *not* appear on the Report. It is for your reference only.

To return to the **Select Project Subject** menu or to correct errors in the Project Subject information, click the **Back** button.

---

## VERIFY PROJECT SUBJECT

---

If the Project Subject information is correct, please enter the name of the Client Organization in the space provided below and click the **Next** button. The entry in this box will not appear on the Report. It is for your reference only.

To return to the Select Project Subject menu or to correct errors in the Project Subject information, please click the **Back** button.

Project Subject:	Last Name: PERUSER	First Name: SUE
Subject's Birkman ID No. BV1334		
Client Organization	<input type="text" value="XYZ Corporation"/>	
Creation Date	Apr 24 2006	
Lockout Date	Jul 23 2006	<i>After the Lockout Date has elapsed, no revisions to the Project may be made.</i>

## Project Subject HAS NOT completed the Birkman Method® Questionnaire

If the Project Subject **HAS NOT** completed the Birkman Method® Questionnaire, simply type in the First Name and Last Name in the spaces provided, and then click **Next**.

---

### SELECT PROJECT SUBJECT (No Birkman ID available)

---

Type in the Project Subject's First Name and Last Name in the spaces provided.

First Name   
Last Name

## Verify Project Subject

If the Project Subject information is correct, enter the name of the Client Organization in the space provided and click the **Next** button. The entry in this box will *not* appear on the Report. It is for your reference only.

Because you selected "Project Subject HAS NOT completed the Birkman Method® Questionnaire", the **Subject's Birkman ID No.** is shown as **N/A**. You may add a Birkman ID number to the project information later from the **Run Reports** menu.

To return to the **Select Project Subject** menu or to correct errors in the Project Subject information, click the **Back** button.

---

### VERIFY PROJECT SUBJECT

---

If the Project Subject information is correct, please enter the name of the Client Organization in the space provided below and click the **Next** button. The entry in this box will not appear on the Report. It is for your reference only.

To return to the Select Project Subject menu or to correct errors in the Project Subject information, please click the **Back** button.

Project Subject:	Last Name: PERUSER	First Name: SUE
Subject's Birkman ID No.	N/A	
Client Organization	<input type="text" value="XYZ Corporation"/>	
Creation Date	Apr 24 2006	
Lockout Date	Jul 23 2006	<i>After the Lockout Date has elapsed, no revisions to the Project may be made.</i>

## Create a New Project: Select Project Perspectives

To create the list of perspectives from which you plan to solicit feedback, highlight the perspectives in the **Standard Perspectives** window and click the **Add** button. The perspectives will then appear in the **Your Selection** window on the right of the screen.

Since a 360° project must always include the **Self** perspective, Self has already been added to the **Your Selection** window. You may specify as many of the standard perspectives as you wish. You may also specify one user-supplied perspective. We provide a default name of "Others", which you may replace by typing over it and then clicking the **Add** button.

**Except for Self and Manager, any perspective must include three or more persons, all of whom complete the questionnaire.** Otherwise, responses from the perspective will not be presented in the final Report. For that reason, you may wish to combine similar types of respondents under the user-supplied perspective such as Others or Customers/Vendors.

---

**SELECT PROJECT PERSPECTIVES**

---

Project Subject: PERUSER, SUE  
Client Organization: XYZ Corporation

To create the list of perspectives from which you plan to solicit feedback, highlight the perspectives in the **Standard Perspectives** window and click the **Add** button. The perspectives will then appear in the **Your Selection** window on the right of the screen. You may specify as many perspectives as you wish, including user-supplied perspectives such as "Customer" or "Vendor", which you can include by typing them into the **User-Supplied Perspective** box and clicking the **Add** button.

Except for Self and Manager, any perspective **must** include three or more persons, all of whom complete the questionnaire. Otherwise, responses from the perspective will not be presented in the final Report. For that reason, you may wish to combine similar types of respondents under a more general heading such as Others or Customers/Vendors.

Standard Perspectives	Add >>	<< Remove	Your Selection
Self Manager Peers Direct Reports	Add All		Self
User-Supplied Perspective			
Others	Add >>		Clear All

Back   Next   Return To Project Menu

## Create a New Project: Assign Perspectives

For each person who will provide feedback on the Project Subject, enter an email address in the box on the left, select the appropriate perspective, and press the **Add** button in the last column on the right. Be sure to include an email address for the Project Subject (the 'Self' perspective).

**Except for Self and Manager, any perspective must include three or more persons, all of whom complete the questionnaire.** Otherwise, responses from the perspective will not be presented in the final Report.

An **Edit** and **Delete** button are provided for each assigned perspective if you must modify or remove an email address from the perspective list.

---

### ASSIGN PERSPECTIVES

---

**Project Subject:** PERUSER, SUE  
**Client Organization:** XYZ Corporation

For each person who will provide feedback on the Project Subject, enter an email address in the box in the left, select the appropriate perspective, and press the **Add** button in the last column on the right. Be sure to include an email address for the Project Subject (the 'Self' perspective).

Except for Self and Manager, any perspective must include three or more persons, all of whom complete the questionnaire. Otherwise, responses from the perspective will not be presented in the final Report.

Email Address	Perspective	Action
sueperuser@birkman.com	Self	<input type="button" value="Edit"/> <input type="button" value="Delete"/>
tmartinez@birkmantest.com	Manager	<input type="button" value="Edit"/> <input type="button" value="Delete"/>

Email Address	Perspective	Action
<input type="text" value="rjones@birkmantest.com"/>	<input type="text" value="Direct Reports"/> ▾	<input type="button" value="Add"/>

---

## Create a New Project: Send Emails to Perspectives

You may now send emails to all persons in the project or selected persons in the project (or you may decide to send the emails at a later time). The email will invite the recipients to participate in the 360° process for the Project Subject. Click on the desired action and click **Next**.

### SEND EMAILS TO PERSPECTIVES

Project Subject: PERUSER, SUE

Client Organization: XYZ Corporation

To whom should the email messages be sent?

<input checked="" type="radio"/>	All persons in the project
<input type="radio"/>	Selected persons in the project
<input type="radio"/>	I do not wish to send emails at this time

Back

Next

Return To Project Menu

For your convenience, we have provided standard email messages. You can easily modify these messages by deleting the standard content and typing your personalized information into the boxes.

You can use this utility to send email messages to project participants at any point in the process: to invite the recipient to participate in the 360° process, to remind the recipient to complete the questionnaire, or to thank the recipient for participating in the process. The utility includes an optional link to the 360° Questionnaire for recipients who have not yet completed the questionnaire.

Once your email content is acceptable to you, click **Send Email(s)**.

### SEND EMAILS TO PERSPECTIVES

Project Subject: PERUSER, SUE

Client Organization: XYZ Corporation

For your convenience, we have provided standard email messages. You can easily modify these messages by deleting the standard content and typing your personalized information into the boxes.

Specify Email Body Text (Self Perspective):

Dear SUE:

A Birkman 360 Feedback Project has been planned for you. 360 feedback is an evaluation method that incorporates feedback from you, your peers, managers, direct reports, and others. When your responses and those from other participants have been compiled, you will be able to use the results to better understand your strengths and to identify specific skills and behaviors that would most benefit from further development.

[clear](#)

Specify Email Body Text (Other Perspectives):

Dear 360 Feedback Participant:

Project Subject SUE FERUSER has asked for your views as part of a Birkman 360 feedback project. 360 feedback is an evaluation method that incorporates feedback from the worker, his/her peers, managers, direct reports, and customers. When your responses and those from other participants have been compiled, the person for whom you are providing feedback will use the results to better understand his or her strengths and to identify [clear](#)

Link to Questionnaire:

Include a link to the Questionnaire so that the recipient can complete the questionnaire by following the link?

Yes

No

[Back](#)

[Send Email\(s\)](#)

[Return To Project Menu](#)

## Email Confirmation

This screen displays a list of the emails that were sent by our system to the recipients specified on the previous screen.

---

### EMAIL CONFIRMATION

---

Email sent to sueperuser@birkman.com  
Email sent to tmartinez@birkmantest.com

[Return to Project Menu](#)

## CURRENT PROJECTS

The **Current Projects** section enables you to easily manage your current projects. You may sort the table information by **Project Subject**, **Date**, or **Client Org**(anization). Simply click on the column title of your choice and the screen will refresh with your sort selection.

We will review the specifics of each **Action Option**. From the menu you can

- Check the Status of your Project
- Edit a Project
- Send Emails to Project participants
- Run the Birkman 360° Report
- Archive a Project
- Revoke a Project

### MANAGE CURRENT PROJECTS

✔ completed ✘ revoke?

Project Subject	Date	Client Org.	Action Options				
DAVENPORT, BRADLEY	Feb 08 2006	The Wizard of Oz Corporation, Inc., LLC	Status	Edit	Send Emails	Run Report	Archive
MARTIN, BEVERLY	Mar 30 2006	Birkman	✔ Status	Edit	Send Emails	Run Report	Archive
DEVILLE, CRUELLEA	Apr 27 2006	Walt Disney	✔ Status	Edit	Send Emails	Run Report	Archive
RUBBLE, BARNEY	Apr 27 2006		Status	Edit	Send Emails	Run Report	Archive ✘

Return To Project Menu

### Current Projects: Status

For the designated project, click the **Status** button from the **Manage Current Projects** screen. The screen will display a list of all persons associated with that individual's 360° project. If a respondent has started the 360° questionnaire for the given Project Subject, a green check will appear in the **Started** column. If that person has completed the 360° questionnaire, a green check will appear in the **Completed** column.

If you wish to change a person's perspective, email address, or delete the person from the project, click the **Back** button and select **Edit** from the previous screen.

To email persons in the project, click the **Send Emails** button.

### MANAGE CURRENT PROJECTS

PROJECT STATUS: DAVENPORT, BRADLEY (BY7641)		CREATION DATE: Feb 08 2006	
CLIENT ORGANIZATION: The Wizard of Oz Corporation, Inc., LLC		LOCKOUT DATE: May 09 2006	
Following is a list of all persons associate with the 360 project for the Subject named above. If you wish to change a person's perspective or delete the person from the project, click the <b>Back</b> button and select <b>Edit</b> from the previous screen. To email persons in the project, click the <b>Send Email</b> button.			
Name	Perspective	Started	Completed
test@test.com	Self		
bevm02@yahoo.com	Manager		
bdavenport@birkman.com	Direct Reports		
test@birkman.com	Direct Reports		
bmartin@birkman.com	Vendors	✔	✔

Back   Send Emails   Return To Project Menu

### **Current Projects: Edit**

After creating a new project, you have **90 days** in which you may edit a project before the Lockout Date elapses. After the Lockout Date has elapsed, no revisions to the Project may be made.

For the designated project, click the **Edit** button from the **Manage Current Projects** screen. You will be returned to the **Verify Project Subject** screen and can click through each subsequent screen in the project setup process to incorporate any necessary changes.

### **Current Projects: Send Emails**

For the designated project, click the **Send Emails** button from the **Manage Current Projects** screen. You will be returned to the **Send Emails to Perspectives** screen.

For your convenience, we have provided standard email messages. You can easily modify these messages by deleting the standard content and typing your personalized information into the boxes.

You can use this utility to send email messages to project participants at any point in the process:

- to invite additional recipient(s) to participate in the 360 process
- to remind recipient(s) to complete the questionnaire
- to thank recipient(s) for participating in the process

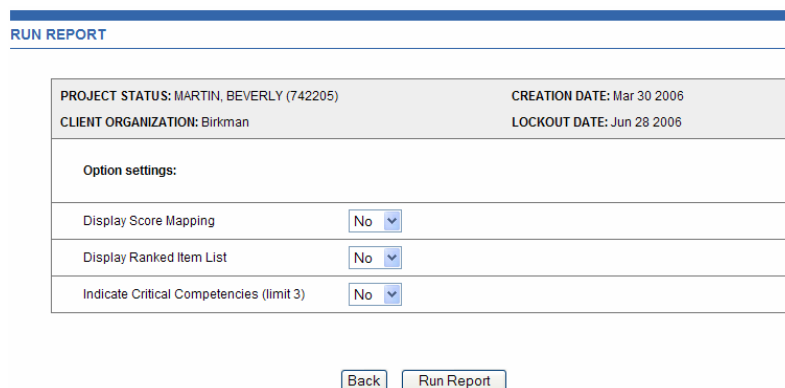
Therefore, you have the option to include a link to the 360 Questionnaire in your email so that the recipient can complete the questionnaire by following the link.

Once your email content is acceptable to you, click **Send Email(s)**.

## Current Projects: Run Report

For the designated project, click the **Run Report** button from the **Manage Current Projects** screen. The screen will display various option settings for running the report and these will be explained in detail:

- Display Score Mapping
- Display Ranked Item List
- Indicate Critical Competencies (limit 3)



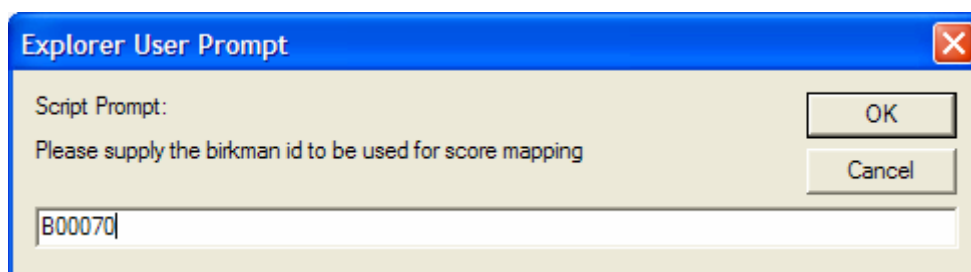
**RUN REPORT**

PROJECT STATUS: MARTIN, BEVERLY (742205)	CREATION DATE: Mar 30 2006
CLIENT ORGANIZATION: Birkman	LOCKOUT DATE: Jun 28 2006
Option settings:	
Display Score Mapping	No
Display Ranked Item List	No
Indicate Critical Competencies (limit 3)	No

Back Run Report

## Run Report Option: Display Score Mapping

Score Mapping is *only* available if the Subject has completed The Birkman Method® Questionnaire. If you have selected “**YES**” to the **Display Score Mapping** option and you did not provide an associated Birkman Method® ID number in the project setup process, a screen will pop up and you will be asked to provide one:



**Explorer User Prompt**

Script Prompt:  
Please supply the birkman id to be used for score mapping

B00070

OK Cancel

A Mapped Scores page will be provided for each competency in the report.

The Mapped Scores overlay the Subject’s own Birkman Method® scores onto the specific combinations of Birkman Method® Interest and Component scores most likely to affect the competency in question. A person whose scores fall completely within the mapped areas will likely have the potential to perform at a high level on the competency in question.

By the same token, a person with only a few matches against the Mapped Scores may nevertheless have gained significant insight into his or her behavior through experience and coaching and have developed a given competency to an unusual extent. As a result, the Birkman 360° responses may identify that competency as a significant strength.

## Run Report: Display Ranked Item List

The Ranked Item List displays every statement in the 360° questionnaire, sorted by **Average Score** (from highest score descending to lowest). It also details the **Competency** associated with that statement, as well as the Subject's **Self Evaluation** for that statement. If there is a tie for Average Score, the statements are secondarily sorted in alphabetical order by competency.

### Section Seven

#### Ranked Item List

Competency	Statement	Average Score	Self Evaluation
Leading Others	Inspires imagination and commitment in others	4.71	0.00
Leading Others	Translates his or her vision into words and examples that make it easy for others to understand it and apply it to their work	4.50	4.00
Leading Others	Puts organizational goals ahead of personal goals	4.50	1.00
Personal and Professional Growth	Accepts feedback openly and nondefensively	4.50	4.00

## Run Report: Indicate Critical Competencies (limit 3)

**Indicate Critical Competencies** is a report option. If you select **Yes**, the screen will refresh to display the 9 competencies that comprise the Birkman 360°, along with a check box beside each competency.

PROJECT STATUS: DEVILEE, CROCKER      CREATION DATE: Apr 27 2006  
 CLIENT ORGANIZATION: Walt Disney      LOCKOUT DATE: Jul 26 2006

**Option settings:**

Display Score Mapping      No ▾

Display Ranked Item List      No ▾

Indicate Critical Competencies (limit 3)      Yes ▾

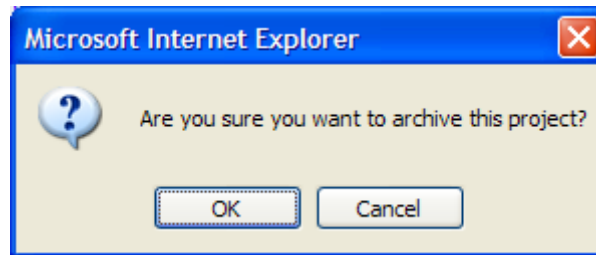
- Ensuring Long Term Results
- Leading Others
- Building Strong Teams
- Managing Outcomes
- Delegating to Others
- Developing Others
- Making Decisions
- Dealing with Conflicting Ideas
- Personal and Professional Growth

You may check up to 3 competencies that the Subject and/or the Subject's manager have determined are areas of focus. These 3 areas will be emphasized in the Action Plan at the end of the report (other competencies not marked as critical will be grayed out).

Competency	Insights from Differences in Responses from Different Perspectives	Insights from Responses to Individual Questions and Comments	Insights from Score Mapping	Other Insights
Personal and Professional Growth* (4.0)				
Dealing with Conflicting Ideas (3.6)				
Building Strong Teams (3.3)				
Developing Others (3.3)				
Making Decisions* (3.2)				
Leading Others (3.0)				
Ensuring Long Term Results (2.8)				

### Current Projects: Archive a Project

Click **Archive** if you wish to move a project from **Current** status to **Archived** status. A popup box will ask you to confirm that you wish to archive the project.



If you click **OK**, the project is removed from the **Manage Current Projects** screen. To reaccess this project for any reason, click on **Archived Projects** from the **Project Menu** screen. You may un-archive the project at any time via the **Archived Projects** menu.

### Current Projects: Revoke a Project

Click the red **X** if you wish to revoke a project completely. A project may only be revoked if no emails have been sent to participants.

## ARCHIVED PROJECTS

The **Archived Projects** section enables you to easily manage your archived projects. You may sort the table information by **Project Subject**, **Creation Date**, **Archived Date**, or **Client Org**(anization). Simply click on the column title of your choice and the screen will refresh with your sort selection.

We will review the specifics of each **Action Option**. From the menu you can:

- Check the Details of your Project
- Score Mapping
- Run the Birkman 360° Report
- Un-Archive a Project
- Revoke a Project

### ARCHIVED PROJECTS

<a href="#">Project Subject</a>	<a href="#">Creation Date</a>	<a href="#">Archived Date</a>	<a href="#">Client Org</a>	Action Options			
DEVILLE, CRUELLA	Apr 27 2006	May 04 2006	Walt Disney	<a href="#">Details</a>	<a href="#">Score Mapping</a>	<a href="#">Run Report</a>	<a href="#">Un-Archive</a> <span style="color: red;">✘</span>

✘ revoke?

[Return To Project Menu](#)

### Archived Projects: Details

For the designated project, click the **Details** button from the **Archived Projects** screen. The screen will display a list of all persons associated with that individual's 360° project. If a respondent has started the 360° questionnaire for the given Project Subject, a green check will appear in the **Started** column. If that person has completed the 360° questionnaire, a green check will appear in the **Completed** column.

### ARCHIVED PROJECTS

PROJECT STATUS: DEVILLE, CRUELLA		CREATION DATE: Apr 27 2006	
CLIENT ORGANIZATION: Walt Disney		LOCKOUT DATE: Jul 26 2006	
Following is a list of all persons associated with the 360 project for the Subject named above.			
Name	Perspective	Started	Completed
bevm02@yahoo.com	Self	✓	✓
bmartin@birkman.com	Manager	✓	✓

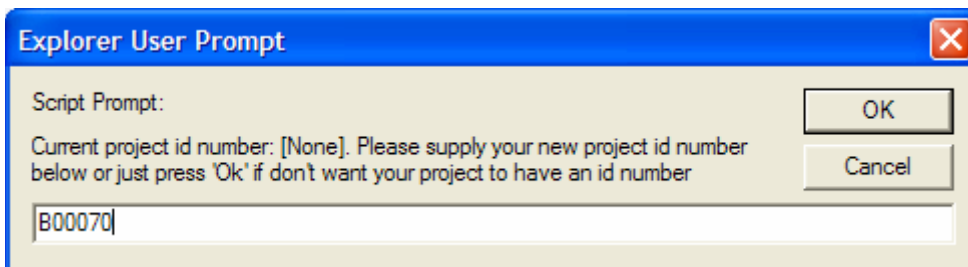
[Back](#)

[Return To Project Menu](#)



## Archived Projects: Score Mapping

Score Mapping is *only* available if the Subject has completed The Birkman Method® Questionnaire. If you have not provided an associated Birkman Method® ID number in the project setup process, a screen will pop up and you will be asked to provide one:

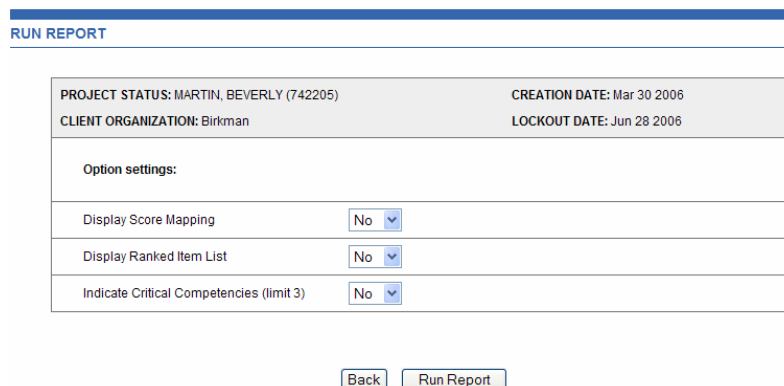


The dialog box is titled "Explorer User Prompt" and has a close button (X) in the top right corner. It contains a "Script Prompt:" label, a text area with the message "Current project id number: [None]. Please supply your new project id number below or just press 'Ok' if don't want your project to have an id number", and a text input field containing "B00070". There are "OK" and "Cancel" buttons on the right side.

## Archived Projects: Run Report

For the designated project, click the **Run Report** button from the **Manage Current Projects** screen. The screen will display various option settings for running the report and these will be explained in detail:

- Display Score Mapping
- Display Ranked Item List
- Indicate Critical Competencies (limit 3)



The screen is titled "RUN REPORT" and displays project information and option settings. The project information includes "PROJECT STATUS: MARTIN, BEVERLY (742205)", "CLIENT ORGANIZATION: Birkman", "CREATION DATE: Mar 30 2006", and "LOCKOUT DATE: Jun 28 2006". The option settings are:

Option settings:	
Display Score Mapping	No
Display Ranked Item List	No
Indicate Critical Competencies (limit 3)	No

At the bottom of the screen, there are "Back" and "Run Report" buttons.

## Run Report Option: Display Score Mapping

Score Mapping is *only* available if the Subject has completed The Birkman Method® Questionnaire. If you have selected “**YES**” to the **Display Score Mapping** option and you did not provide an associated Birkman Method® ID number in the project setup process, a screen will pop up and you will be asked to provide one:

A Mapped Scores page will be provided for each competency in the report.

The Mapped Scores overlay the Subject’s own Birkman Method® scores onto the specific combinations of Birkman Method® Interest and Component scores most likely to affect the competency in question. A person whose scores fall completely within the mapped areas will likely have the potential to perform at a high level on the competency in question.

By the same token, a person with only a few matches against the Mapped Scores may nevertheless have gained significant insight into his or her behavior through experience and coaching and have developed a given competency to an unusual extent. As a result, the Birkman 360° responses may identify that competency as a significant strength.

## Run Report: Display Ranked Item List

The Ranked Item List displays every statement in the 360° questionnaire, sorted by **Average Score** (from highest score descending to lowest). It also details the **Competency** associated with that statement, as well as the Subject’s **Self Evaluation** for that statement. If there is a tie for Average Score, the statements are secondarily sorted in alphabetical order by competency.

Birkman International, Inc. Page: 30

**Section Seven**  
**Ranked Item List**

Competency	Statement	Average Score	Self Evaluation
Leading Others	Inspires imagination and commitment in others	4.71	0.00
Leading Others	Translates his or her vision into words and examples that make it easy for others to understand it and apply it to their work	4.50	4.00
Leading Others	Puts organizational goals ahead of personal goals	4.50	1.00
Personal and Professional Growth	Accepts feedback openly and nondefensively	4.50	4.00

### Run Report: Indicate Critical Competencies (limit 3)

**Indicate Critical Competencies** is a report option. If you select **Yes**, the screen will refresh to display the 9 competencies that comprise the Birkman 360°, along with a check box beside each competency.

PROJECT STATUS: DEVILED, CANCELED		CREATION DATE: Apr 27, 2006	
CLIENT ORGANIZATION: Walt Disney		LOCKOUT DATE: Jul 26, 2006	
Option settings:			
Display Score Mapping	No		
Display Ranked Item List	No		
Indicate Critical Competencies (limit 3)	Yes		
<input type="checkbox"/> Ensuring Long Term Results			
<input type="checkbox"/> Leading Others			
<input type="checkbox"/> Building Strong Teams			
<input checked="" type="checkbox"/> Managing Outcomes			
<input type="checkbox"/> Delegating to Others			
<input type="checkbox"/> Developing Others			
<input checked="" type="checkbox"/> Making Decisions			
<input type="checkbox"/> Dealing with Conflicting Ideas			
<input checked="" type="checkbox"/> Personal and Professional Growth			
<input type="button" value="Back"/> <input type="button" value="Run Report"/>			

You may check up to 3 competencies that the Subject and/or the Subject's manager have determined are areas of focus. These 3 areas will be emphasized in the Action Plan at the end of the report (other competencies not marked as critical will be grayed out).

Competency	Insights from Differences in Responses from Different Perspectives	Insights from Responses to Individual Questions and Comments	Insights from Score Mapping	Other Insights
Personal and Professional Growth* (4.0)				
Dealing with Conflicting Ideas (3.6)				
Building Strong Teams (3.3)				
Developing Others (3.3)				
Making Decisions* (3.2)				
Leading Others (3.0)				
Ensuring Long Term Results (2.8)				

## Archived Projects: Run Report

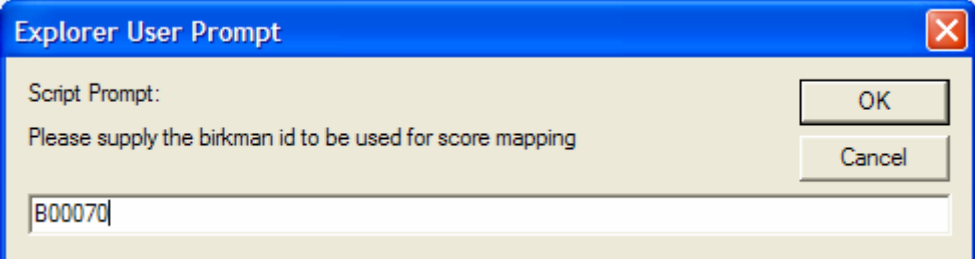
For the designated project, click the **Run Report** button from the **Archived Projects** screen. The screen will display various option settings for running the report and these will be explained in detail:

- Display Score Mapping
- Display Ranked Item List
- Indicate Critical Competencies (limit 3)

RUN REPORT	
PROJECT STATUS: MARTIN, BEVERLY (742205)	CREATION DATE: Mar 30 2006
CLIENT ORGANIZATION: Birkman	LOCKOUT DATE: Jun 28 2006
Option settings:	
Display Score Mapping	No
Display Ranked Item List	No
Indicate Critical Competencies (limit 3)	No

### Run Report Option: Display Score Mapping

Score Mapping is *only* available if the Subject has completed The Birkman Method® Questionnaire. If you have selected “**YES**” to the **Display Score Mapping** option and you did not provide an associated Birkman Method® ID number in the project setup process, a screen will pop up and you will be asked to provide one:



The image shows a dialog box titled "Explorer User Prompt" with a close button (X) in the top right corner. The dialog contains the following text: "Script Prompt: Please supply the birkman id to be used for score mapping". Below the text is a text input field containing the value "B00070". At the bottom right of the dialog are two buttons: "OK" and "Cancel".

A Mapped Scores page will be provided for each competency in the report.

The Mapped Scores overlay the Subject’s own Birkman Method® scores onto the specific combinations of Birkman Method® Interest and Component scores most likely to affect the competency in question. A person whose scores fall completely within the mapped areas will likely have the potential to perform at a high level on the competency in question.

By the same token, a person with only a few matches against the Mapped Scores may nevertheless have gained significant insight into his or her behavior through experience and coaching and have developed a given competency to an unusual extent. As a result, the Birkman 360° responses may identify that competency as a significant strength.

## Run Report: Display Ranked Item List

The Ranked Item List displays every statement in the 360° questionnaire, sorted by **Average Score** (from highest score descending to lowest). It also details the **Competency** associated with that statement, as well as the Subject's **Self Evaluation** for that statement. If there is a tie for Average Score, the statements are secondarily sorted in alphabetical order by competency.

Birkman International, Inc.

Page: 30

### Section Seven

#### Ranked Item List

Competency	Statement	Average Score	Self Evaluation
Leading Others	Inspires imagination and commitment in others	4.71	0.00
Leading Others	Translates his or her vision into words and examples that make it easy for others to understand it and apply it to their work	4.50	4.00
Leading Others	Puts organizational goals ahead of personal goals	4.50	1.00
Personal and Professional Growth	Accepts feedback openly and nondefensively	4.50	4.00

## Run Report: Indicate Critical Competencies (limit 3)

**Indicate Critical Competencies** is a report option. If you select **Yes**, the screen will refresh to display the 9 competencies that comprise the Birkman 360°, along with a check box beside each competency.

PROJECT STATUS: DETAIL, ONGOING      CREATION DATE: APR 27 2009

CLIENT ORGANIZATION: Walt Disney      LOCKOUT DATE: Jul 26 2006

**Option settings:**

Display Score Mapping       ▾

Display Ranked Item List       ▾

Indicate Critical Competencies (limit 3)       ▾

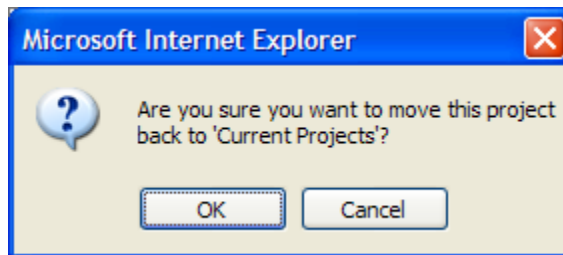
- Ensuring Long Term Results
- Leading Others
- Building Strong Teams
- Managing Outcomes
- Delegating to Others
- Developing Others
- Making Decisions
- Dealing with Conflicting Ideas
- Personal and Professional Growth

You may check up to 3 competencies that the Subject and/or the Subject's manager have determined are areas of focus. These 3 areas will be emphasized in the Action Plan at the end of the report (other competencies not marked as critical will be grayed out).

Competency	Insights from Differences in Responses from Different Perspectives	Insights from Responses to Individual Questions and Comments	Insights from Score Mapping	Other Insights
Personal and Professional Growth* (4.0)				
Dealing with Conflicting Ideas (3.6)				
Building Strong Teams (3.3)				
Developing Others (3.3)				
Making Decisions* (3.2)				
Leading Others (3.0)				
Ensuring Long Term Results (2.8)				

### Archived Projects: Un-Archive a Project

If for any reason you have archived a project and change your mind, you may click the **Un-Archive** button and the project will be moved back to the **Current Projects** screen. A popup box will ask you to confirm that you wish to un-archive the project.



If you click **OK**, the project is removed from the **Archived Projects** screen and once again placed on the **Current Projects** screen. You may re-archive the project at any time via the **Current Projects** menu.

### Archived Projects: Revoke a Project

Click the red **X** if you wish to revoke a project completely. **WARNING: If you revoke a project from the Archived Projects screen, it is irrevocably deleted from our system.**

### ADDITIONAL OPTIONS

More information will be coming soon.

### HELP INFORMATION

A PDF document containing this HELP file is available.