







Discover Your True Colors
Your Work Style GridSM Report

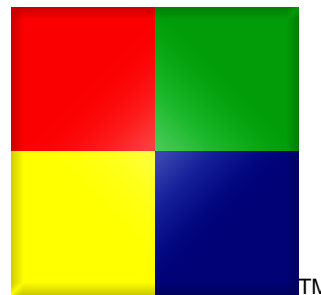
Birkman's Work Style Grid uses four color codes and four important symbols to reveal:

 Your interests and the kinds of activities you usually prefer (your **Asterisk**)

 Your usual style - how you behave in normal conditions, your most effective style (your **Diamond**)

 Your needs - the support or motivation you need from others or from your environment to be effective (your **Circle**)

 How you react under stress. How your usual style changes when your needs aren't met (your **Square**)



Pay attention to how closely your symbols are to the lines dividing the color quadrants. For example, when your Asterisk is close to the line, you may have interests from colors on either side of the line. When your Circle is close to the line, you may share needs with both colors, and so on. The closer your symbols are to the center of the Grid, the more likely you are to be influenced by the characteristics of the other quadrants.

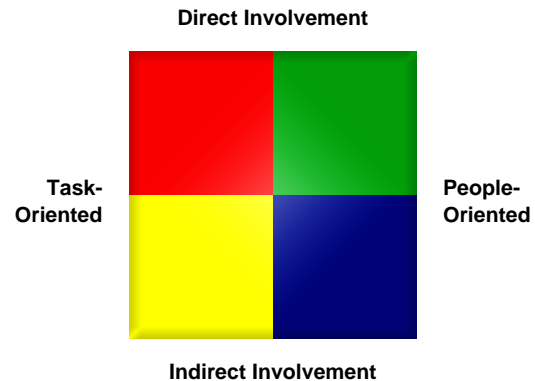


Visualize Your Overall Behavior Your Work Style GridSM Report

The Work Style Grid is a visual, graphic representation of your results, based on a model of how people behave in general. The Work Style Grid Report can help you:

- **Clarify your communication style:**

Are you a Direct Communicator, represented by the top two quadrants of the Grid, or an Indirect Communicator, represented by the bottom two quadrants?



- **Reveal your focus:**

Are you Task-Oriented, represented by the left two quadrants, or People-Oriented, represented by the right two quadrants?

- **Discover how your unique strengths move you toward a distinct personal style:**

Are you a Planner (**Blue** quadrant), Communicator (**Green** quadrant), Expediter (**Red** quadrant), or Administrator (**Yellow** quadrant)?



Your Work Style GridSM Report Explanation of the Asterisk Symbol (Your Interests)

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the **BLUE** quadrant, but it is fairly close to the yellow quadrant too. You like creative activities, but you like to combine these with tasks involving controlling, scheduling measuring and recording.

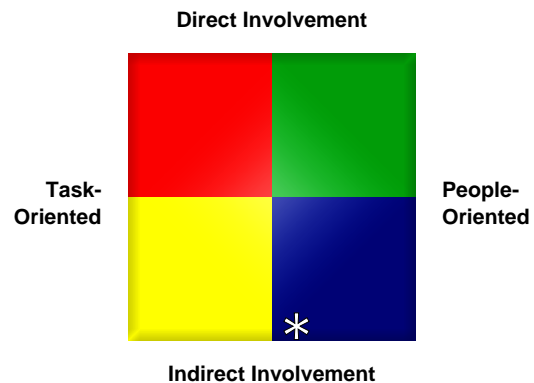


Typical **BLUE** activities include:

- planning
- dealing with abstraction
- thinking of new approaches
- innovating
- working with ideas

Your **BLUE** Asterisk shows that you like to:

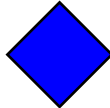
- focus on planning
- influence people indirectly
- combine planning with controlling and scheduling
- innovate or create, while focusing on drawing up rules or procedures
- consider the future





Your Work Style GridSM Report Explanation of the Diamond Symbol (Your Usual Style)

The productive way you set about your tasks is described by the Diamond. Your Diamond is in the **BLUE** quadrant. When you are working effectively, you tend to be reflective and creative

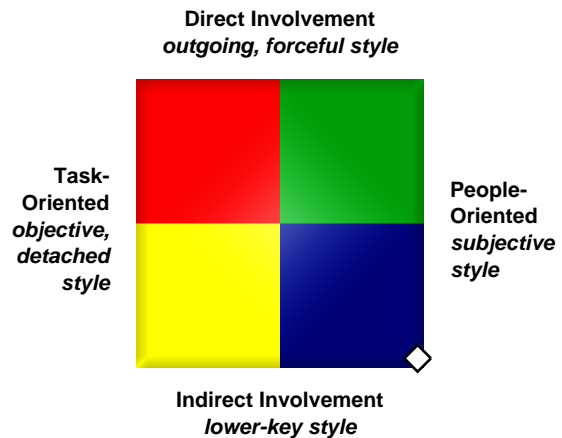


Typical **BLUE** styles include being:

- insightful
- selectively sociable
- thoughtful
- reflective
- optimistic

Your **BLUE** Diamond shows that you are generally:

- insightful
- optimistic
- thoughtful
- selectively sociable





Your Work Style GridSM Report Explanation of the Circle Symbol (Your Needs)

The support you need to develop your Usual Style is described by the Circle. Your Circle is in the **BLUE** quadrant, but it also lies fairly close to the Yellow quadrant too. To be most effective, you respond best to people who are reflective and systematic.



Typically, people with the Circle in the **BLUE** quadrant need for others to:

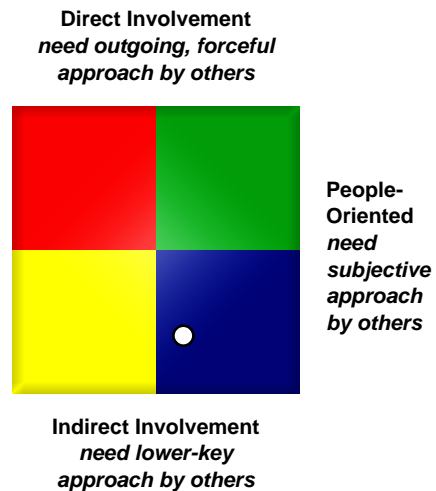
- offer individual support
- encourage expression of feelings
- allow time for reflection
- give time for difficult decisions

Your **BLUE** Circle shows you are most comfortable when people around you:

- give you time for complex decisions
- give you time alone or with one or two others

You also respond well to people who:

- tell you the rules and encourage trust and fairness
- don't interrupt you unnecessarily
- invite your input





Your Work Style GridSM Report Explanation of the Square Symbol (Your Stress Behavior)

Your Stress Behavior is described by the Square. Your Square is in the **BLUE** quadrant, but it also lies fairly close to the Yellow quadrant too. When people don't deal with you the way your Square suggests, you are likely to become hesitant and put things off.



Under stress, people with the Square in the **BLUE** quadrant:

- ignore social convention
- become indecisive
- find it hard to act
- see the worst possibilities

Your **BLUE** Square shows that your stress behavior may include your being:

- indecisive and fatigued
- unrealistic

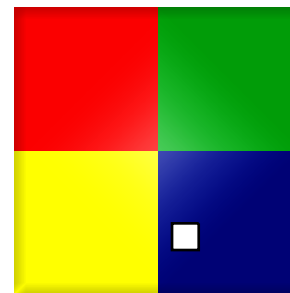
You may also become:

- self-critical and moody
- quietly resistive
- impractical and idealistic

Direct Involvement
may become too forceful, outspoken

Task-Oriented
may become detached, analytical

People-Oriented
may become subjective



Indirect Involvement
may become withdrawn



Career Management Report

A Unique Framework for Career Decisions

The Career Management Report offers an effective way to align personal style, natural aptitudes and individual needs with your profession or career.

The Career Management Report may include:

- 1) Foundation ColorsSM : Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The **Foundation Colors** display your fundamental work orientation, offering you an overall reference as to which classic occupational group has the most or least appeal for you.

Example:



Communicating
Administrating
Planning
Expediting

Job Families/Job Titles select, identify and confirm your professional strengths. Occupational effectiveness is determined by how closely your responses match profiles of a large sampling of employees in twenty job families. Special management scores (purple) are added to the four colors. Sample job titles are provided for each job family, with a direct link to the **U.S. Department of Labor's on-line Occupational Outlook Handbook** for most titles. *International users may wish to choose the Job Families Only option.*

The **Career Narrative** presents a descriptive summary of the information displayed in the Foundation Colors and Job Families/Job Titles Reports. This summary identifies your **career orientation, management style and job strengths**.

Although career decisions should also encompass experience, education and interviews, the Career Management Report provides significant information for aiding in career development and succession planning.



Foundation ColorsSM : Professional Strengths

THE BIRKMAN METHOD® provides comprehensive formats for organizational development and self-management. The questionnaire you have already completed affords a variety of Birkman Reports (more than 40 formats) that you can access on demand. This portion of your Birkman Advanced Report is designed as an introduction.

FOUNDATION COLORS for : RACHEL BOYCE

Similarity to others in this job arena:	Intensity	Intensity
Red - Operations/Technology Green - Sales/Marketing Blue - Design/Strategy Yellow - Admin/Fiscal		

Color:	Classic Occupational Group:	Focus:
	Arts , Social Service	Strategy (long-term, innovative)
	Operations, Science	Practicality (short-term, tangible)
	Marketing, Sales	Communication (promotional, "people")
	Finance, Administration	Systems (procedural, "detail")

What are Birkman FOUNDATION COLORS?

Foundation Colors refer to your fundamental approach to any work situation. Notice that you show some of all four job capabilities. Each color represents a function needed by every organization. Each of the four styles (occupational groups) has value. Successful organizations have a balance of these colors.

Your **longest color bar** (your **bottom line**) is your strongest natural job aptitude. The **second longest color bar** (your **supporting style**) viewed in combination with your bottom-line (strongest) color reveals your first approach to problem solving and tells us a great deal about the way you work toward your goals.



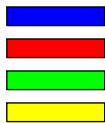
Foundation ColorsSM : Professional Strengths

Why do these colors matter?

The four colors provide a quick summary as to which kinds of job activities will have the greatest or the least appeal for you. Following your natural professional orientation will powerfully impact your chances for career success, as well as your physical and emotional health. Your colors help to define the distinctive strengths you bring to a team and the ways you might best contribute to an organization.

The four colors symbolize the four classic management functions. In addition to job functions, these colors also have a **time orientation**:

Color:



Oriented to:

Future
Present
Present
Precedent

Emphasis on:

Creative Planning / Design
Expediting / Technical
Communications / Marketing
Fiscal / Administration

The "mixture" of your Foundation Colors:

When you review your Report (shown on previous page) pay close attention to the

- **ranking** (the **order** in which the bars are displayed)
- **magnitude** (proportionate **length** of the bars)

For example, if you have a dominant Green color followed by a supporting style of Red, you will have a very different organizational orientation from someone who has dominant Green followed by a supporting style of Blue.

Similarly, if you have very strong Blue and relatively little Red, Green or Yellow, you will have a distinctly different organizational focus from someone with color bars that are almost equal in magnitude.

If you have shorter bars that are almost equal in length, you will have a general comfort level with each of the styles and will be less intensely focused on one particular job function.



Foundation ColorsSM : Professional Strengths

Relationship between your Foundation Colors and the jobs that you may choose:

There is usually a close link between your Foundation Color and the job that you do, or would like to do. A Birkman-trained consultant can explain how you may be quite effective, in a different way, if your job varies from the expected Foundation Color.

If you are a Green manager, you may be neither more effective, nor less effective than a Red manager, you simply have a different organizational focus - a focus on the **people who do the job** rather than on the **job that people do**.

Similarly, if you are a computer programmer in a structured programming environment with a Foundation Color of Blue, you will likely focus on long-term, more abstract and creative solutions. You may still, however, be a completely effective, structured programmer.

How are Foundation Colors generated?

The four color bars are derived from more than fifty validated scales. Although simple to interpret, the origin of your color bar display is complex. The order in which your colors are "stacked" is based on a synthesis of statistical data that has been collected and developed over more than five decades of occupational research. Your responses were compared to people in 23 job families consisting of 167 wide-ranging national occupational norms.

You are unique.

It's important to remember that you are a dynamic entity with many dimensions. As **THE BIRKMAN METHOD®** attempts to "measure the immeasurable", we acknowledge and describe the complex and often seemingly contradictory nature of human behavior. Best of all, we want you to know that whatever your color combination, your natural job strengths are needed. Understanding these strengths is the first step toward self-awareness, which leads to better self-management and better teams.

The Foundation ColorsSM are intended to provide a useful starting point for **THE BIRKMAN METHOD®** inquiry as to what makes you so memorable and unique.

THE BIRKMAN METHOD® is a multi-faceted instrument. The Foundation ColorsSM is only an introductory step. When you're ready to proceed to a greater degree of the depth and complexity available to you, please contact your Birkman representative or email us at info@birkman.com.

BIRKMAN PREVIEW REPORT

SampleProfile

01 January 2000



Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

General Administrative



General administrative duties; include receptionists, general office clerks, communication clerks, secretaries, administrative assistants.

[Receptionists](#)
[General Office Clerk](#)
Communications Clerk
[Secretaries](#)
Administrative Assistants

Administrative Professionals



Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.

Benefits Administration
Internal Auditors
Credit Administration

Knowledge Specialist



Utilizing personal expertise and knowledge for problem solving. Lead by example. Include professionals and managers who lead professional, educational, and other specialty functions.

[Public School Counselors](#)
[Psychologists](#)
[Career Counselors](#)
[Employee Relations Professionals](#)
[College Professors](#)
[Ministers/Priest/Clergy](#)
Ministry Managers
[Physicians](#)
[Lawyers/Litigation Specialties](#)
[Nursing Managers](#)

Numerical Administrative



Data entry or bookkeeping functions; include data entry clerks, bookkeepers, accounting/billing customer service.

[Data Entry Clerks](#)
[Bookkeepers](#)
[Accounting/Billing Customer Service](#)

Educational Careers



Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.

[Public Primary School Teachers](#)
[Religious School Teachers](#)
[Public Secondary School Teachers](#)
[College Professors](#)
[Public School Counselors](#)
[University Administrator \(1\)](#)
[University Administrator \(2\)](#)

Legal



Legal specialties; include lawyers specializing in litigation and business issues.

[Lawyers/Litigation Specialties](#)
[Lawyers/Business Specialties](#)

Medical Professions



(continued next page)

[Nutritionists](#)
[Pharmacists](#)
[Nurses \(1\)](#)

[More information about US-based jobs listed on this page](#)
[Compensation information about US-based jobs listed on this page](#)



Job Families / Job Titles

Similarity to others in this job	◀ Least Similar Most Similar ▶	This family includes (but is not limited to) the following jobs:
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Medical Professions



(continued)

Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.

- [Nurses \(2\)](#)
- [Public Health Administrators](#)
- [Clinical Scientists](#)
- [Physicians](#)

Social Service/Counseling



Advising and assisting others with personal problems; include ministers, theologians, therapists/counselors, social workers, sociologists, psychologists.

- [Ministers/Priest/Clergy](#)
- [Theologians](#)
- [Therapists/Counselors](#)
- [Social Workers](#)
- [Sociologists](#)
- [Psychologists](#)

Artistic Careers



Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.

- [Visual Arts](#)
- [Literary/Editorial Positions](#)
- [Performing Artist/Acting](#)
- [Architecture](#)
- [Art Sales](#)
- [Travel Agents](#)

Banking & Finance



Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.

- [Banking Operations](#)
- [Bank Tellers](#)
- [Financial Analysts](#)
- [Loan Officers](#)
- [Bank Financial Officers](#)

Employee Relations/Training



Advising and assisting with career development and personnel issues, using creativity to identify and solve problems; include career counselors, employee assistance positions, organizational development professionals, HR training, employee relations, personnel operations, customer service, entertainment marketing, marketing and advertising, industrial relations, lobbying, public relations, legal administrators, legal assistants.

- [Career Counselors](#)
- [Employee Assistance Positions](#)
- [Organizational Development Prof.](#)
- [HR Training](#)
- [Employee Relations Professionals](#)
- [Customer Services](#)
- [Entertainment Marketing](#)
- [Marketing and Advertising](#)
- [Industrial Relations](#)
- [Public Relations](#)
- [Lobbying](#)
- [Legal Administrators](#)
- [Legal Assistants](#)
- [Consultants to Lawyers](#)
- [Personnel Professionals](#)

Accounting



Analyzing, auditing and reporting financial information; include general accounting, general auditing, controllers.

- [General Accounting](#)
- [Tax Accounting](#)
- [General Auditing](#)
- [Controllers](#)

[More information about US-based jobs listed on this page](#)
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Job Families / Job Titles

Similarity to others in this job	◀ Least Similar Most Similar ▶	This family includes (but is not limited to) the following jobs:
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Science



Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.

- Environmentalists
- Environmental Specialists
- [Biologists](#)
- [Geologists](#)
- [Chemists](#)
- [Physicists](#)
- Nuclear Scientists

Consultative Intangible Sales



Marketing and/or sales of intangible products or services; include stocks and bonds sales, medical services sales, bank marketing.

- [Stocks and Bonds Sales](#)
- [Medical Services Sales](#)
- [Bank Marketing](#)

Engineering/Technology



Expertise in engineering, science, or traditional computer applications; include computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.

- [Medical Technicians](#)
- Medical Equipment Technicians
- [Computer Operators](#)
- User Assistance
- [Computer Programmers](#)
- Computer Systems Analysts
- Computer Systems Engineers
- Technical Trainers
- [Geophysicists](#)
- [Petroleum Engineers \(1\)](#)
- [Petroleum Engineers \(2\)](#)
- [Oil & Gas Production Engineers](#)
- [Civil Engineers](#)
- [Electrical Engineers](#)
- [Chemical Engineers](#)
- [Mechanical Engineers](#)
- [Industrial Engineers](#)
- Research Engineers
- [Agriculture \(1\)](#)
- [Agriculture \(2\)](#)

Crafts/Technical



(continued next page)

Skilled and semi-skilled workers in construction/ manufacturing/ engineering industries; include semi-skilled positions, maintenance work, electricians, carpenters, machinists, manufacturing foremen, heavy equipment operators, service work operations, stationary engineers, mechanics, utility field work, electronics technicians, and similar positions.

- [Semi-Skilled Construction](#)
- Semi-Skilled Operations
- Semi-Skilled Manufacturing
- Maintenance Work, Operations
- [Electricians](#)
- [Carpenters](#)
- [Machinists](#)
- Manufacturing Foremen
- Heavy Equipment Operators
- Service Work Operations
- [Stationary Engineers](#)

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BIRKMAN PREVIEW REPORT

SampleProfile

01 January 2000



Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Crafts/Technical

(continued)



[Mechanics](#)
[Utility Field Work](#)
[Electronics Technicians](#)
[Drafting](#)
[Printing](#)
[Quality Assurance](#)
[Safety Technicians](#)
[Technical Trainers](#)

Delegative Management

Managing, leading and accomplishing goals through others by utilizing plans and strategies; arrange resources and assist subordinates and teams in dealing with resource and implementation issues. Include managers and executives in plan-driven organizations.



[Property Managers](#)
[Hotel, Club & Restaurant Managers \(1\)](#)
[Hotel, Club & Restaurant Managers \(2\)](#)
[Tangible Sales Managers](#)
[Intangible Sales Managers](#)
[Insurance Sales Managers](#)
[Bank Managers](#)
[Controllers](#)
[Public School Administrators](#)
[Nursing Home Administrators](#)

Direct Tangible Sales

Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.



[Clothing/Jewelry/Cosmetic Sales](#)
[Merchandise Sales](#)
[Retail Sales](#)
[Appliance Sales](#)
[Furniture Sales](#)
[Auto Sales](#)

Directive Management

Managing and leading through professional expertise and force of personality. Include personal involvement in problem solving, direction and implementation; leads from the front and exercises strong authority. Include managers and executives in action-driven organizations such as construction, engineering, exploration, utilities.



[Operations Managers](#)
[Manufacturing Managers](#)
[Construction Managers](#)
[Petrochemical Plant Managers](#)
[Telecommunications Managers](#)
[Utility Company Managers](#)
[Military Officers](#)
[Police Department Managers](#)
[Grocery Store Managers](#)
[Information Center Managers](#)

Petrochemical

Petroleum industry; include oil field operations, oil field drilling, chemical plant maintenance, chemical plant operators, chemical plant technicians.



[Oil Field Operations](#)
[Oil Field Drilling Work](#)
[Chemical Plant Maintenance](#)
[Chemical Plant Operators](#)
[Chemical Plant Technicians](#)

Direct Intangible Sales

(continued next page)



[Casualty Insurance Sales](#)
[Life Insurance Sales](#)
[Health Insurance Sales](#)

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BIRKMAN PREVIEW REPORT

SampleProfile

01 January 2000



Job Families / Job Titles

Similarity to others in this job	◀ Least Similar	Most Similar ▶	This family includes (but is not limited to) the following jobs:
----------------------------------	-----------------	----------------	--

Direct Intangible Sales



(continued)

Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.

[Real Estate Sales](#)
[Telecommunications Sales](#)

Enforcement/Security



Public service involving a degree of danger and adventure; include enlisted military, firefighters, paramedics and police.

[Enlisted Military](#)
[Firefighters & Paramedics](#)
[Police](#)

Consultative Tangible Sales



Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.

[Sales Engineers](#)
[Oil and Gas Sales](#)
[Pharmaceutical Sales](#)
[Medical Equipment Sales](#)
[Software Sales](#)
[Purchasing Agent/Buyer](#)

[More information about US-based jobs listed on this page](#)
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Your Career Narrative Your Career Guide

Your career is more than participation. It is an emotional commitment to a particular project or goal. To maintain this commitment it is extremely important to make the right choice, be interested, sufficiently challenged and maximize your strengths and skills.

The **Career Narrative Report** provides this necessary summary information from the **Foundation Colors Summary** and **Job Families Report** in three areas critical to your future on the job:

- **CAREER ORIENTATION**
- your innate predisposition
- **MANAGEMENT STYLES**
- your preferred way to manage
- **JOB STRENGTHS**
- your strategic potential for the job



Your Career Narrative

CAREER ORIENTATION

Task and procedure oriented. Prefers administrative, record-keeping functions.

Feelings, concepts and people oriented. Prefers supportive functions. Focuses on strategic planning, innovating and creating.

MANAGEMENT STYLES

Prefers to contribute and lead by utilizing personal expertise and knowledge for problem solving. Leading by example.

JOB STRENGTHS

YELLOW

- * general procedural, record-keeping duties following carefully defined office systems and procedures
- * managing, monitoring or establishing various administrative systems or procedures
- * data entry or bookkeeping functions
- * financial and accounting analysis; implementing or designing fiscal controls; working with money as a system in and of itself

BLUE

- * formal classroom teaching at various educational levels
- * specialties in the medical field
- * supporting and helping others, nurturing, counseling, advising
- * artistic expressions involving abstract, innovative, intuitive, imaginative thinking

GREEN

- * various protective and advisory functions ranging from corporate to litigational specialties
-