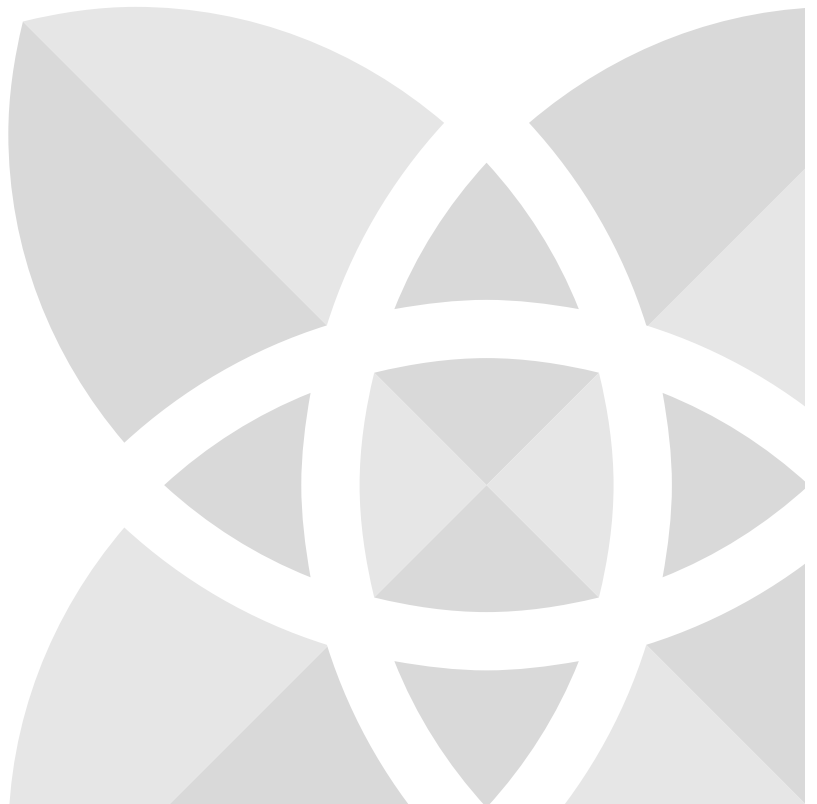


Birkman Basics Report



This Report Was Prepared For
JOHN Q. PUBLIC

Date Printed
21 October 2015



This Report Was Prepared For
JOHN Q. PUBLIC
Birkman International, Inc.

BX6396

YOUR LIFE STYLE GRID[®] REPORT

DISCOVER YOUR TRUE COLORS

Birkman's Life 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 CLOSE 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.

This Report Was Prepared For
JOHN Q. PUBLIC
Birkman International, Inc.

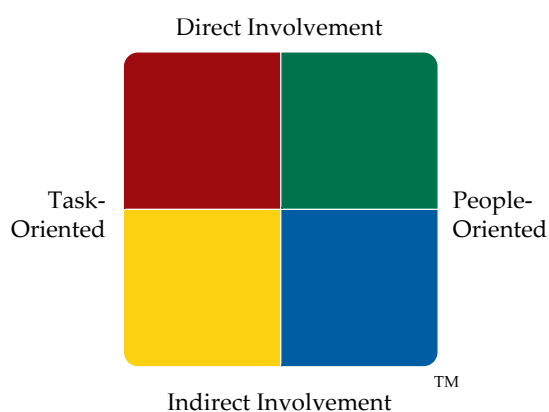
BX6396

YOUR LIFE STYLE GRID[®] REPORT

VISUALIZE YOUR OVERALL BEHAVIOR

The Life Style Grid is a visual, graphic representation of your results, based on a model of how people behave in general. The Life 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)?



This Report Was Prepared For
JOHN Q. PUBLIC
Birkman International, Inc.

BX6396

YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE ASTERISK SYMBOL (YOUR INTERESTS)

The kinds of activities you prefer are described by the Asterisk. Your Asterisk is in the GREEN quadrant. You probably enjoy very people-centered activities.

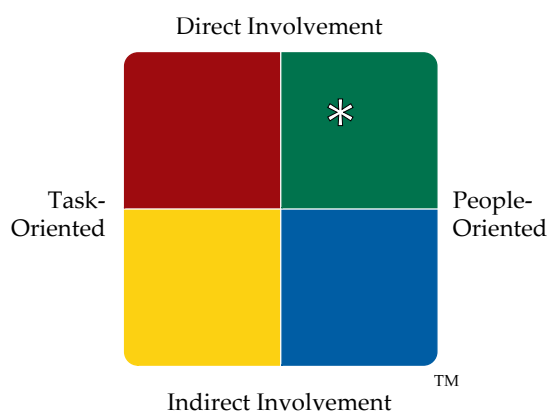


Typical GREEN activities include:

- selling and promoting
- persuading
- motivating people
- counseling or teaching
- working with people

Your GREEN Asterisk shows that you like to:

- sell or promote
- direct people
- motivate people
- build agreement between people
- persuade, counsel or teach



This Report Was Prepared For
JOHN Q. PUBLIC
Birkman International, Inc.

BX6396

YOUR LIFE STYLE GRID[®] 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 GREEN quadrant, but it is also fairly close to the Blue quadrant. When you are working effectively, you are generally persuasive and insightful.



Typical GREEN styles include being:

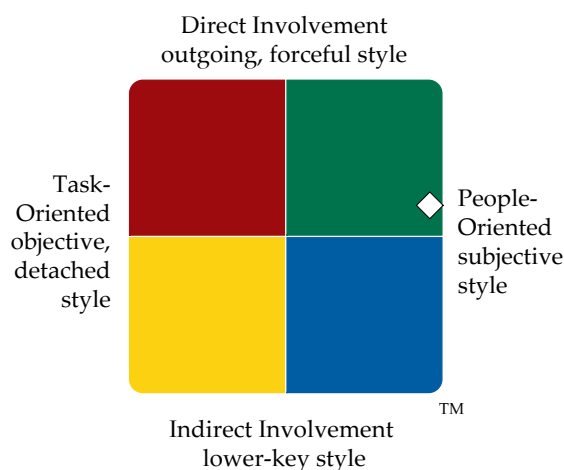
- competitive
- assertive
- flexible
- enthusiastic about new things

Your GREEN Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

You also tend to be:

- selectively sociable
- thoughtful
- optimistic



This Report Was Prepared For
JOHN Q. PUBLIC
Birkman International, Inc.

BX6396

YOUR LIFE STYLE GRID[®] 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 YELLOW quadrant. To be most effective, you respond best to people who are orderly and consistent.

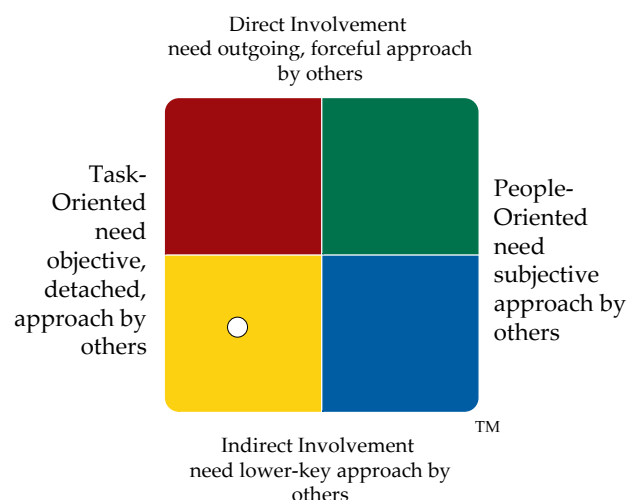


Typically, people with the Circle in the YELLOW quadrant need for others to:

- encourage an organized approach
- permit concentration on tasks
- offer an environment of trust
- be consistent

Your YELLOW Circle shows you are most comfortable when people around you:

- tell you the rules
- don't interrupt you unnecessarily
- are democratic rather than assertive
- encourage trust and fairness
- invite your input



This Report Was Prepared For
JOHN Q. PUBLIC
Birkman International, Inc.

BX6396

YOUR LIFE STYLE GRID[®] REPORT

EXPLANATION OF THE SQUARE SYMBOL (YOUR STRESS BEHAVIOR)

Your Stress Behavior is described by the Square. Your Square is in the **YELLOW** quadrant. When people don't deal with you the way your needs suggest, you may become inflexible and resist change.

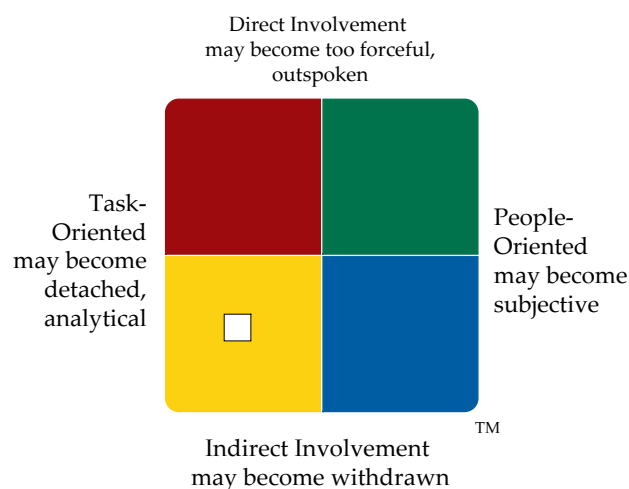


Under stress, people with the Square in the **YELLOW** quadrant:

- become over-insistent on rules
- resist necessary change
- are reluctant to confront others
- may be taken in

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

- over-controlling
- resistive to change
- conforming
- quietly resistive
- rigid



Jane Public

Some basic information about you

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

[] You enjoy creative tasks which involve using your imagination. By nature you are likely to be a strategic rather than a tactical thinker, more drawn to ideas and pure research areas than to tangible matters

[] You combine insight into the thinking of other individuals with a certain degree of authority. Personal interaction with others, socially or one-on-one, is characteristic of your usual behavior, with an emphasis on your own feelings and the feelings of other people

[] You are most at ease in surroundings where the source of authority is clear and where open debate is encouraged. You prefer an environment where you have the support of the group and where there is plenty to do

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com



Jane Public

Your strengths

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

☐ You like working with systems -- this may involve computers and databases, filing systems, or positions which involve introducing or following procedures to increase efficiency

☐ You are interested in the visual appeal of products and services, and may well have an artistic ability of your own

☐ You like working with the written word, which may involve anything from documentation to the production of marketing materials

☐ You respond well to sound, and therefore you are interested in music, the spoken word, or any media which have an audio component to them

☐ You are straightforward and find it fairly easy to speak your mind, even with superiors

☐ You meet people easily and relate well to others when they are involved in group activities

☐ You enjoy low-key discussions, where everyone's contribution can be heard; you don't find it necessary to dominate

☐ You have a high energy level, and like to be busy doing things rather than thinking about them

☐ You're demanding, both of yourself and others, and you like to set and attain high standards

☐ You understand and relate well to others' feelings, and you're aware of the extent to which these can affect performance both positively and negatively

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com



Jane Public

Her challenges

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Can ignore social convention
 - ☐ Tends to undervalue following a planned approach
 - ☐ Too tempted by short-term payoffs and by winning at any price
 - ☐ A tendency to over-analyze, blame herself, feel inadequate
 - ☐ Can see the worst possibilities, tends towards negative feelings
 - ☐ Too inclined to be different for its own sake
 - ☐ Delays decision-making unnecessarily, over-complicates decisions
-

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

How to manage her

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Be careful not to exclude her from group activities
 - ☐ Be sure to offer her concrete, material rewards
 - ☐ Offer challenging assignments; be aware of her tendency to blame herself for failures
 - ☐ Provide discreet emotional support, particularly when the going gets tough
 - ☐ Offer her opportunities to express her individuality
 - ☐ Give her plenty of time for complex or difficult decisions
-

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Her management style

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

☐ Shows evidence of being a management generalist rather than a specialist in any particular area

☐ Likely to bring a highly distinctive approach to organizational management which cannot readily be categorized

☐ Has more of a legalistic orientation than might be suspected from her usual style

☐ To a greater extent than people realize, thinks like an administrative professional

☐ Looks more like an expert who works alone or heads up a small team, rather than the classic manager

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com



Jane Public

Her leadership style

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

☐ Finds it easy to be direct and to the point with others, but needs to feel that she has your respect

☐ Self-demanding as a leader and also demanding of others, including you

☐ A reflective leader, at home in ambiguous or complex situations

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

How she seeks to influence others

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

Effective approach

- ☐ Talks directly to people in one-on-one encounters, believing that this demonstrates her respect for them
- ☐ Understands and enlists the power of group dynamics; understands that she can be more effective if she can influence popular opinion
- ☐ More inclined to use low-key discussion and to seek consensus quietly than to use a more dominant approach
- ☐ 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
- ☐ Presents ideas by appealing to others' emotions as well as their experience and expertise

Less effective approach

- ☐ In the face of opposition, can be too inclined to withdraw from the group instead of engaging with it
- ☐ When her attempts to influence others run into problems, she can be too inclined to abandon a structured presentation of her ideas in favor of poorly thought-out improvisation
- ☐ Can be seen by others as more interested in establishing a competitive environment than a team atmosphere
- ☐ Can be over-demanding of herself and others: inclined to under-estimate the extent to which others are intimidated by lofty goals
- ☐ May worry overmuch, without realizing that these emotional reservations can color others' thinking as well as her own
- ☐ Can sometimes increase other people's resistance by being too unorthodox
- ☐ Can become distracted by the finer points of the matter at hand instead of asking for a yes-no commitment

Jane Public

How she handles other people

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION 1: When she is at her best

- ☐ Is typically direct and straightforward -- tends to get to the point
- ☐ Relates well to people socially, and enjoys dealing with others in larger groups
- ☐ Has a generally low-key authority style -- prefers discussion and debate as a means of reaching consensus to giving direct orders
- ☐ Physically energetic; brings an emphasis on direct action to most issues, and seeks a similar approach from others
- ☐ Thinks in terms of demanding goals, which will stretch her own and others' capabilities. May have a high level of expectation, both of herself and the people she works with
- ☐ Aware of her own feelings and those of others; aware of the extent to which feelings can affect performance

SECTION 2: Her less effective approach

- ☐ Can withdraw from general interaction with people; may remain by herself, or depend too much on a few people who are close to her
- ☐ May downplay the need for a structured approach, ignore necessary detail, or fail to give others sufficient structured guidance
- ☐ Can become over-competitive, to the extent that the need to win can be more important than a solution that benefits all
- ☐ Can have expectations of others and herself that are unrealistic; inclined to blame herself for problems which arise, and sometimes too reluctant to abandon projects which realistically cannot succeed
- ☐ Sometimes inclined to magnify issues because of her own level of emotionality; can find herself handicapped by her negative feelings

[] Can underestimate the extent to which her liking for the unconventional or unorthodox can trouble other people; sometimes inclined to say or do something unusual merely for effect

[] Can direct others to defer decisions, sometimes unnecessarily, because she is concerned that additional pertinent information may be found, or that some minor issues have been overlooked

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

How to talk to her

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Approach her initially in a group first -- then ask for a word alone if the issue requires it
 - ☐ If there is a financial component to your discussions, emphasize it freely, particularly where she will benefit personally
 - ☐ Don't downplay any difficulties surrounding the matter you are discussing, and don't flatter her. If the project is extremely demanding, say so
 - ☐ Asking her how she feels about the matter under discussion can generate more cooperation and yield significant insights
 - ☐ Encourage her to think "outside the box" if you really want to engage her attention
 - ☐ Don't press for her to come to any conclusions in your first encounter. Let the matter settle, and arrange a subsequent conversation
-

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Biggest mistakes you can make with her

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Excluding her from team activities or questioning her popularity
 - ☐ Failing to follow through on financial commitments made to her
 - ☐ Telling her that she has done well when that is not really true
 - ☐ Paying insufficient attention to what she is feeling as well as what she is saying
 - ☐ Making her conform unnecessarily
 - ☐ Pushing her to make up her mind quickly
-

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

What kind of team player is she?

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

☐ A natural team player as far as group affiliation is concerned; be sure to include her in team activities where possible

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Her possible ineffective tactics in meetings

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Can be silent during the meeting or refuse to contribute
 - ☐ Can be dismissive of the need for plans -- including the agenda of the meeting
 - ☐ Wants to win at all costs
 - ☐ Can become over-critical of others or accepts an unreasonable degree of responsibility for any problems
 - ☐ Can become emotionally overwrought
 - ☐ May make unconventional statements or suggestions, sometimes merely for effect
 - ☐ May try to have important decisions delayed, often for no good reason
-

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

How she incentivizes others

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

- ☐ Tends to tell people forthrightly what she thinks is their value
 - ☐ Values employees who are busy and seem always to be heavily scheduled
 - ☐ Readily rewards those who make truly significant contributions
 - ☐ Aware of the emotional impact that judicious use of incentives can have
-

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Relational disrupters

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: How you may upset others without intending to do so

- ☐ You can be direct and straightforward in one-on-one encounters, and this can upset some co-workers who prefer you be more diplomatic
- ☐ You're friendly and work well with larger groups, and this may cause you to overlook the fact that some co-workers may respond better if you approach them individually or in smaller groups
- ☐ You prefer to exercise authority in a low-key manner, and some of your co-workers may need firmer and more authoritative direction
- ☐ You're naturally energetic, and therefore you may sometimes be tempted to over-schedule your co-workers
- ☐ You have high expectations and standards, and sometimes your co-workers may think you're being unrealistic
- ☐ Feelings are important to you, but some co-workers may prefer that you focus more on the facts of the situation

SECTION B: How others may unintentionally annoy you

- ☐ Remarks from co-workers that imply you are not generally liked can be disturbing to you
- ☐ People who talk a great deal about abstract matters like ideals or generalized benefits can make you suspicious of their motives
- ☐ You can believe that co-workers whose standards of performance you regard as lower than yours are simply complacent
- ☐ Your feelings can be hurt more easily than many co-workers realize
- ☐ You can become impatient with co-workers who are too conventional in their thinking or who appear to be risk-averse



[] You can become frustrated with co-workers who are impulsive or who fail to give sufficient thought to difficult matters

SECTION C: Avoiding "derailers" and becoming more effective

[] **Be realistic** about issues of personal popularity. Remember your primary job is to be an effective manager, not to be liked. Accept that co-workers may sometimes want to get together without your being present

[] **Channel your underlying competitiveness appropriately.** Be clear in your own mind which projects benefit from co-workers thinking competitively and which projects really require a team effort

[] **Moderate your expectations where appropriate.** Ask yourself whether you and your co-workers are doing a job that is good enough for your organization, even if it's not good enough for you. Tell associates when they've been successful, even in a small way, and praise them for it

[] **Talk out your feelings with a person you can trust.** When co-workers do something that triggers an emotional response in you, tell the person you trust instead of allowing your emotions to run away with you. Learn to do this routinely

[] **Watch what you say** when you're tempted to say something unconventional. Particularly under pressure, you can say things that some co-workers may regard as eccentric. Conform to others' expectations where you can -- express your individuality somewhere else!

[] **Don't insist on extended discussions** just for the sake of it. Allow quick decisions on less important issues; this will allow you to say "This is something that really needs thinking about" when important or complex matters arise

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Trust

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: How she encourages trust in others

- ☐ Believes that being direct and forthright, particularly with key individuals, encourages the trust relationship
- ☐ Likes to use her social skills to develop trust with the group or team first, focusing afterwards on individuals
- ☐ Builds trust by using a low-key, consensus-based approach to developing relationships
- ☐ Considers that trust develops principally when people work actively alongside one another
- ☐ Believes real trust depends upon everyone being aware of what is really happening; not inclined to paint a rosy picture if that is not really justified; generally does not hesitate to point out obstacles as well as more positive issues
- ☐ Aware that taking others' feelings into account is an important key to gaining their trust

SECTION B: How to encourage trust in her

- ☐ Making her feel a real part of the group or team is an important step in gaining her trust
- ☐ She is much more interested in your providing a level playing field and clear rules for competitive engagement than in any talk on your part about "trust"; paradoxically, this is how you will encourage her to trust you
- ☐ Will be more likely to trust those who describe potential pitfalls just as easily as the possibility of success. Loses trust when others downplay difficulties or challenges
- ☐ Giving her the opportunity to talk about the way she feels is important if her trust is to be gained
- ☐ Don't expect commitment overnight. Allow her time to size up the situation; she is not inclined to trust people easily

SECTION C: When her level of trust drops



- [] May withdraw mentally or even physically from group participation; can begin to wonder if anyone trusts her
- [] May fail to follow any sort of plan
- [] May become self-protective; tells herself that if she doesn't look out for herself, nobody else will
- [] Her reduced level of trust can be accompanied by feelings of self-blame, particularly when things go wrong
- [] Can over-magnify personal and group problems; inclined to exaggerate matters of trust; can see lack of trust as a matter of betrayal
- [] When trust issues arise, it can affect her decision-making; determining what should or should not be done may start to become a much more fearful matter because she is no longer sure upon whom she can depend

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Handling Conflict

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: Her effective approach to handling conflict

- ☐ Engages directly with key players, instead of attempting to avoid the issue
- ☐ Generally prefers that conflict issues be handled openly in meetings
- ☐ Prefers to deal with conflict issues in a low-key way, getting people to discuss their differences rather than attempting to dominate the situation
- ☐ Sees action rather than reflection as the key to solving conflict issues
- ☐ Typically, not afraid to criticize participants in conflict situations, even including herself. It's important to her to analyze thoroughly what's causing the conflict in the first place
- ☐ Believes that allowing people to air their feelings is a key issue in resolving conflict

SECTION B: Her less effective approach

- ☐ Can be too resistive in handling conflict issues in a group setting
- ☐ If she is involved in some formal conflict management process, she can be tempted to abandon it and try less organized approaches
- ☐ Conflict can become an opportunity for her to win, perhaps at the expense of others
- ☐ Can over-analyze conflict issues, or blame herself for them to an unnecessary extent
- ☐ Her feelings, particularly negative feelings, can impede her ability to deal effectively with conflict
- ☐ Can fail to see how her less orthodox approaches to conflict resolution can trouble more conventional thinkers
- ☐ Under pressure, can begin to see ambiguity in what are fundamentally simple issues

SECTION C: Increasing her effectiveness

- ☐ Let her sound out the group as a whole, getting a feeling for what they think collectively



- [] Encourage her competitiveness, to the extent that this can be useful in dealing with the conflict issue at hand
- [] Make sure that she is not over-analyzing the conflict. Encourage her to think before offering any criticism of others
- [] Encourage her to find someone who is not directly involved and tell that person about her feelings, particularly the negative ones
- [] Encourage her to come up with unusual solutions; considering them doesn't mean they have to be adopted
- [] Give her time to consider matters where possible; her decision-making tends to be more effective if she is not rushed

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com

Jane Public

Handling Commitment

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: Her effective approach to handling commitment

- ☐ She is usually clear and straightforward when she is framing her commitment message for key individuals
- ☐ She tends to be open to input from others, rather than trying to dominate the discussion

SECTION B: Her less effective approach

- ☐ She can find that others criticize her for lack of detailed commitment
- ☐ Establishing the team's commitment can turn into a desire to promote her own ideas at any price
- ☐ Unusual or unorthodox solutions tend to appeal too strongly to her

SECTION C: Increasing her level of commitment

- ☐ If she will benefit personally from any commitment, particularly if the reward will be commensurate with her performance, be sure to tell her about it
- ☐ She will find more attractive those projects that involve a different or less orthodox approach

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com



Jane Public

Accountability

The following personal statements are generated by your answers to The Birkman® Method questionnaire. Carefully read each statement and check the statements that are most significant to you. Discuss with a trusted advisor or friend how your selected statements impact you -- past or present

SECTION A: How she encourages accountability in others

- ☐ Believes that a reiterated emphasis on the vision or on creative ways of achieving it is the key to keeping people accountable
- ☐ Tends to be direct and straightforward with people when asking for accountability
- ☐ Understands and capitalizes on the advantages of addressing issues of accountability with larger groups of people
- ☐ Prefers to use a lower-key style of authority when requesting or enforcing accountability; seeks to achieve agreement and avoid open clashes
- ☐ Believes that accountability means taking appropriate action; not inclined to sit back and reflect when carrying out her responsibilities
- ☐ Tends to value accountability for its inherent worth, rather than as a means to an end; tends to hold herself and others to a high standard of performance; can be self-critical and demanding of others
- ☐ Sees accountability as primarily a function of the way people relate to and feel about their responsibilities, rather than what the nature of those responsibilities may be

SECTION B: How to encourage accountability in her

- ☐ You can talk about her accountability in a group setting as well as in person
- ☐ Point out to her that she is likely to benefit personally from meeting her responsibilities where this is the case
- ☐ She is likely to be motivated by challenges rather than intimidated by them
- ☐ Listen carefully for hints that her emotions are involved in her determination of her responsibilities, particularly if these feelings are negative. Encourage her to talk about them
- ☐ Let her use you as a sounding board for matters which are more complex; understand that she sometimes needs to talk these things through in order to handle more ambiguous issues



SECTION C: When things go wrong

- ☐ Can find it difficult to see her responsibilities in terms of how they affect others in the team or the larger group
- ☐ Can overlook details and become disorganized, particularly under pressure
- ☐ When under stress, may be too inclined to take a "what's in it for me" attitude
- ☐ Can be too willing to take responsibility for matters that are not in her area, or to believe that she or others have not worked hard enough
- ☐ Can worry about her responsibilities, sometimes to the extent that these concerns inhibit any action
- ☐ Under stress, she can find it hard to be decisive, or can change her mind several times after having in principle made a decision

File No. D000Z8. Presented By Birkman International, Inc. • (713) 623-2760 • info@birkman.com