

This Report Prepared For:  
JOHN Q. PUBLIC

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**Welcome Page**

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John F Caplin  
Senior Birkman Consultant

**Important:**

This Report is called the **Birkman Preview**. It is designed specifically to give you an *overview* of much of the career information that is generated by Birkman International. We have created the **Preview** to help you understand as much as possible about yourself. However, it is important for you to realize that the depth and the variety of applications of the Birkman information cannot be covered in this overview. Birkman information is extremely sophisticated and is used in complex human relations applications that require specialized consultants beyond the range of this Report. We hope you may have the opportunity to discover these applications for yourself in the future.



**The Birkman Method<sup>®</sup> opens your personal doorway to a lifetime of satisfaction and achievement.** Birkman International is a company dedicated to success -- yours and your organization's. The Birkman Method<sup>®</sup> was created out of 50 years of research. It has been refined by almost two million assessments in over 5,000 companies worldwide. That assures unparalleled accuracy and relevance. The Birkman Method was developed to give you and those you work with the key to fulfilling your goals and needs in the work place, and to align your daily activities with the interests, talents and inclination that make you uniquely YOU.

**With Birkman you'll find out how you and your work really work -- and how to put yourself in charge.** Supported by an unrivalled database of occupational and behavioral information. The Birkman Method helps you understand, not underestimate, your strengths, and to take down preconceived barriers that limit your personal achievement and development.

**With a Birkman Report you'll see yourself, your work and your opportunities in a whole new way.** Think you know yourself and the working world around you? You may. But a Birkman Report can show you what you can DO about it, and reveal options and opportunities that can expand or maximize your potential. You'll be getting information that can change your future. It already has for thousands of others like you in businesses, institutions, enterprises and organizations around the world.

John F Caplin  
Senior Birkman Consultant

## Discover Your True Colors Your Life Style Grid<sup>®</sup> Report

**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**)

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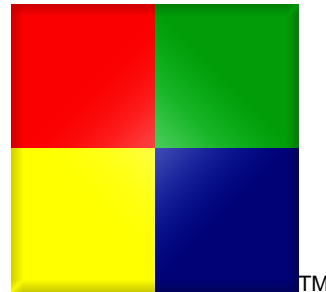
◇ Your usual style - how you behave in normal conditions, your most effective style (your **Diamond**)

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

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□ 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.

John F Caplin  
Senior Birkman Consultant

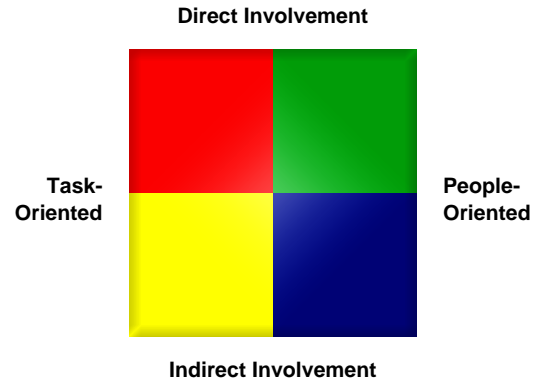
## Visualize Your Overall Behavior

### Your Life Style Grid<sup>®</sup> Report

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?

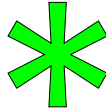
- **Discover how your unique strengths move you toward a distinct personal style:**

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

John F Caplin  
Senior Birkman Consultant

**Your Life Style Grid<sup>®</sup> 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.

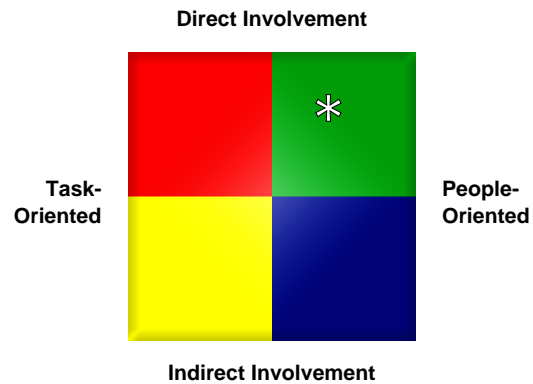


Typical **GREEN** activities include:

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

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

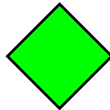
- sell or promote
- direct people
- motivate people
- build agreement between people
- persuade, counsel or teach



John F Caplin  
Senior Birkman Consultant

**Your Life Style Grid<sup>®</sup> 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:

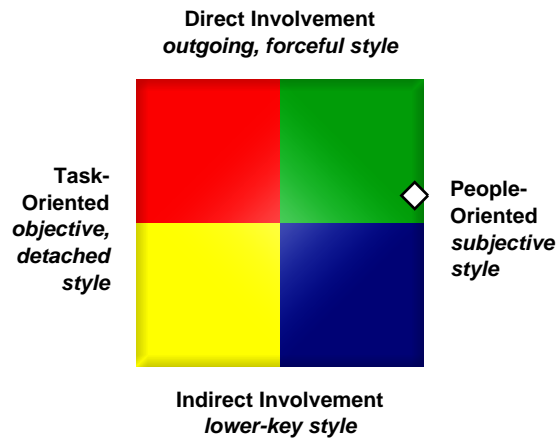
- competitive
- assertive
- flexible
- enthusiastic about new things

Your **GREEN** Diamond shows that you are usually:

- responsive and independent
- flexible and enthusiastic

You also tend to be:

- selectively sociable
- thoughtful
- optimistic



John F Caplin  
Senior Birkman Consultant

**Your Life Style Grid<sup>®</sup> 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.

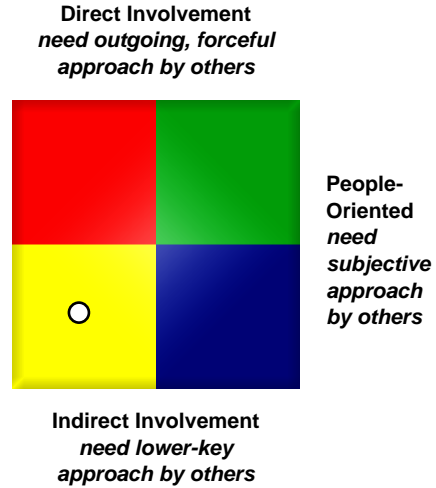


Typically, people with the Circle in the **YELLOW** quadrant need for others to:

- 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:

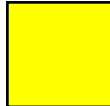
- tell you the rules
- don't interrupt you unnecessarily
- are democratic rather than assertive
- encourage trust and fairness
- invite your input



John F Caplin  
Senior Birkman Consultant

**Your Life Style Grid<sup>®</sup> 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.

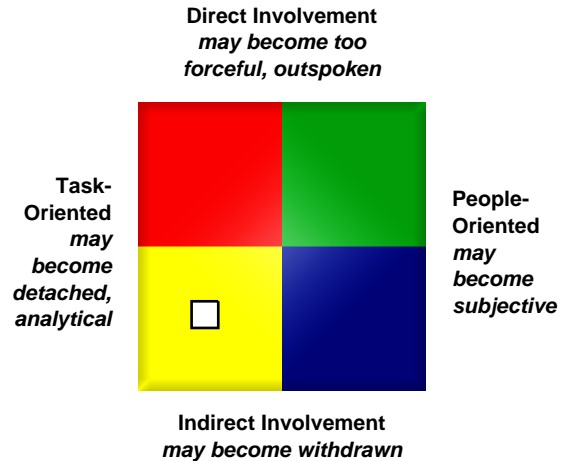


Under stress, people with the Square in the **YELLOW** quadrant:

- 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



## **Your Areas of Interest**

### **Some of Your Most Important Needs**

**Here you'll find types of work you'd love, the hobbies that would captivate you, the activities or interests that bring real pleasure and fulfillment.** The **Areas of Interest Report** shows to what degree you share common interests with most others in various occupations. The area where there is a high correspondence indicates areas that offer either work you'd be likely to enjoy, or activities you'd particularly appreciate.

Interest doesn't relate to talent or skill. You could, for example, really enjoy and value music without being a musician, or have a deep interest in science even without personal capabilities in the field. When your interest in any area is high, it can become a strong motivator. Fulfilling your interests is a key to both a successful career and a satisfying lifestyle.

The colored bars featured in several report formats, including the Areas of Interest Report, indicate various individual styles or composites of styles described through The Birkman Method®:

	<b>Red</b> - Expediter
	<b>Green</b> - Communicator
	<b>Blue</b> - Planner
	<b>Yellow</b> - Administrator

John F Caplin  
Senior Birkman Consultant

**Your Areas of Interest Report**



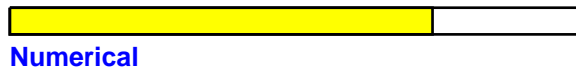
**Definition**



Organized assistance and services to support and advance social conditions of the individual and community through social programs, agencies and organized religious involvement.



Persuasive interactions with others. Motivating others to accept ideas, actions or opinions through means of persuasion, reasoning or argument.



Combining numbers analytically and factually to arrive at practical, quantitative conclusions. Utilizing numbers in business bookkeeping, accounting and tax procedures.



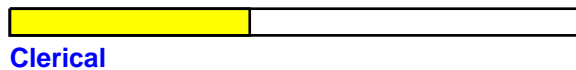
Hands-on work with a broad range of technical responsibilities from power-driven machine operations to high tech electronics. Interests may include design, maintenance, operation or repair of motors and machinery, power-driven or automated.



Creating imaginative works of aesthetic value, expressing ideas artistically. Working or performing in the visual arts.




Involvement with music in its many forms. Interests may include melodies, compositions, attending concerts, supporting the musical arts, or simply appreciating music. Professional musicians would be expected to have a high degree of this interest.




Being involved in administrative positions including recording, data processing, numeric detail and personnel functions that require predictable results and specific controls.

John F Caplin  
Senior Birkman Consultant


## Your Areas of Interest Report

  
**Scientific**

Involvement in professions or avocations that assist others through research. Occupations in health services, technology and medical paraprofessionals, nutritional or pharmaceutical services involving scientific interests.

  
**Outdoor**

Hands-on work in an outdoor or natural environment. These activities can include physical or mental exertion outside of office confines. Some individuals score high because of environmental concerns.

  
**Literary**

Creative interest in writing and in sophisticated language skills. Indicates appreciation for abstract ideas conveyed in various mediums and materials.

John F Caplin  
Senior Birkman Consultant

**Your Strengths And Needs**  
The key factors that determine your life direction

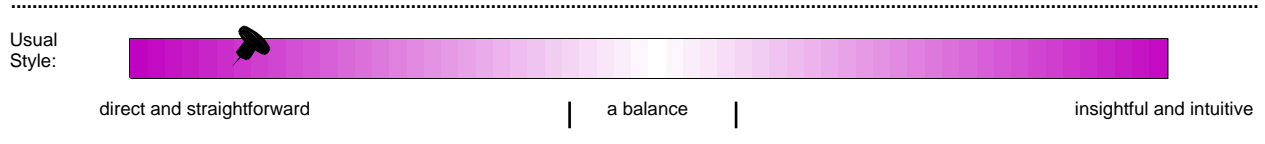
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

You gain knowledge about your usual style, considered your most effective style or your natural strengths. Very importantly, you also see how your needs determine your ideal work environment and your possible reactions when these needs are not met.

The Birkman Method<sup>®</sup> **Strengths and Needs Report** develops your own personal profile and guide to show you the most effective way to deal with:

- Relating to individuals, groups (and feelings)
- Handling schedules, systems, procedures, details
- Resolving conflict, authority issues and personal independence
- Decision making, inclination toward action, patience
- Risk taking, incentives, security
- Work place intensities, personal life commitments

These areas and others on the Strengths and Needs Report are designed in both verbal and graphic forms (represented by 3 shaded bars) to provide information on your usual style, what you need in your ideal environment and which behaviors to try to avoid. An example of the first bar, Usual Style, is shown below.



Each of the three bars symbolizes a range of behaviors that increase in intensity as those particular behaviors move toward either end of the bar. The lightly shaded mid- range on the bar denotes behavior that is less intense and not as easily recognized. The thumbtack pinpoints your individual score on this spectrum.

**Your Personal Strengths and Needs**

**One-on-One Relationships**

The Birkman word for this is **Esteem**



Your natural tendency is to be direct and straightforward in your personal relationships. Objectivity and frankness are among the considerable assets resulting from your ability to minimize self-conscious feelings.

**STRENGTHS**

- unevasive
- matter-of-fact
- frank and open



**NEED:** In the same way, you are most comfortable when others are frank and direct toward you. When being praised, you need to feel that the compliment is genuine and free of sentiment.

**CAUSES OF STRESS:** In the presence of shyness or evasiveness you are likely to feel uncomfortable. You do not respond well to subtlety from others, making it sometimes difficult for you to recognize their personal needs and feelings.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- reduced concern for others
- detachment
- tactless statements

**Your Personal Strengths and Needs**

**Social Relationships**

The Birkman word for this is **Acceptance**



Among your considerable assets is your ability to think and reason independently of group pressure while at the same time recognizing the importance of group dynamics. As appropriate, you are able to be either independent or involved.

**STRENGTHS**

- balances group and private activities
- able to be alone
- able to be with others



**NEED:** In order for you to be really comfortable in group settings, it is important that you have plenty of time to yourself, with relief from constant social pressure. It is easiest for you to participate in groups when you identify strongly with their cause.

**CAUSES OF STRESS:** Without this identity of cause, or when the pressure to participate in group efforts becomes prolonged or intense, you are likely to feel impatient, perhaps even that time spent with the group is wasted.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- withdrawal
- impatience
- tendency to ignore groups

**Your Personal Strengths and Needs**

**Organizing**

The Birkman word for this is **Structure**



Focusing your attention on methods and procedures, you place great value on policies which have been tried and proven. You recognize the importance of attending to detail, being generally careful and thorough.

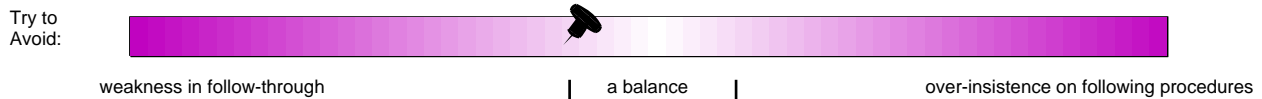
**STRENGTHS**

- systematic
- detail-oriented
- procedure-minded



**NEED:** Your activities should involve a balance of familiar and predictable situations with opportunities for expression of your initiative. In any case, it is important for you to maintain a sense of control.

**CAUSES OF STRESS:** When pushed to change your plan of action, you may experience more pressure than other people. Also, too much attention to details can cause you to lose sight of the broad objectives.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- de-emphasis on system
- over-controlling

**Your Personal Strengths and Needs**

**Authority Relationships**

The Birkman word for this is **Authority**



You show a healthy respect for established authority, whether verbal or in the form of formal procedure and control. It is relatively easy for you to take charge and direct activities, and see to it that pre-arranged plans are executed.

**STRENGTHS**

- self-assertive
- seeks to influence and excel
- enjoys exercising authority



**NEED:** From others, you need personal and clear instructions as to what they expect to have done. You respect people who appear to you to be natural authority figures, and expect them to enforce strictly the boundaries of authority.

**CAUSES OF STRESS:** You can easily lose your respect for those in positions of authority when it seems that they are having difficulty showing strength. Your morale and enthusiasm suffer in these situations.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- provocative statements
- undue assertiveness
- becoming bossy or domineering

**Your Personal Strengths and Needs**

**Idealism and Realism**

The Birkman word for this is *Advantage*



By nature, you think in practical and competitive terms and are alert to methods that give you competitive advantage. You know how to handle people in practical matters and are resourceful in competitive situations.

**STRENGTHS**

- likes competition
- opportunity-minded
- resourceful



**NEED:** However, your competitive skills are best put to use in situations that stress teamwork and opportunities to help others. The usefulness of your effort is just as significant to you as winning.

**CAUSES OF STRESS:** Assuming that others are less competitive than is actually the case can catch you off guard. You have a deep-seated idealism which can on occasion result in disappointment.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- being self-promotional
- becoming distrusting
- underestimating others

**Your Personal Strengths and Needs**

**Reflection and Action**

The Birkman word for this is **Activity**



Your high energy level affords you the considerable assets of vigorous and persuasive reasoning and a generally forceful and enthusiastic approach to everything you do. You find it easy to be physically active on a regular basis.

**STRENGTHS**

- enthusiastic
- energetic
- forceful



**NEED:** However, you prefer to be in control regarding the spending of your energies. It is best when your environment neither places the demands of a heavy schedule upon you, nor emphasizes thought and reflection to the exclusion of personal action.

**CAUSES OF STRESS:** External demands on your energies, either physical or mental, are likely to be frustrating to you. When you are denied the opportunity to balance planning with action, your naturally high energy level may result in unexpected fatigue.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- edginess
- feeling fatigued

**Your Personal Strengths and Needs**

**Your View of Yourself**

The Birkman word for this is **Challenge**



More than most people, you tend to focus on your personal shortcomings rather than your strengths. As a result, you are able to take a great deal of pride in your accomplishments, and respond well to difficult or demanding tasks and goals.

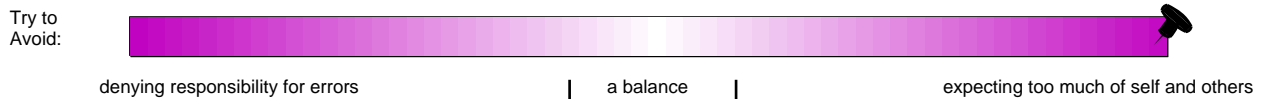
**STRENGTHS**

- driven
- strong-willed
- high expectations



**NEED:** You tend to place a lot of conditions on your personal acceptance, so establishing your worth is largely a matter of achievement. Personally challenging situations enhance your strengths.

**CAUSES OF STRESS:** You are likely too inclined to blame yourself for failure. On occasions you tend to think that renewed personal effort will resolve problems that may not be of your making in the first place.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- becoming too self-critical
- strong emotional tension
- feelings of inadequacy

**Your Personal Strengths and Needs**

**Dealing with Emotions**

The Birkman word for this is *Empathy*



Basically, you prefer to strike a balance between cautious detachment and sincere emotional involvement. But you are able to move freely between those extremes, avoiding excessive emotionalism and complete detachment as well.

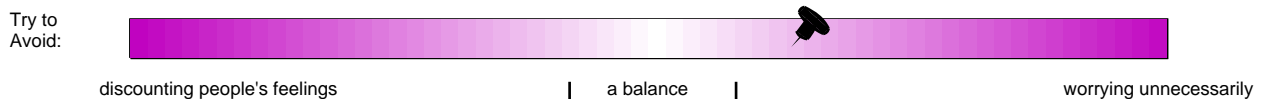
**STRENGTHS**

- objective, yet sympathetic
- warm, yet practical



**NEED:** You need a similar balance in your surroundings. You are at your best in the presence of people who can combine logic and practicality with a certain amount of sympathy and understanding for personal feelings.

**CAUSES OF STRESS:** Extremes in other people are likely to put some pressure on your own moderation. Too much emotionalism from others can add to your anxiety and tension; while you may tend to magnify your own problems when others are too detached.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

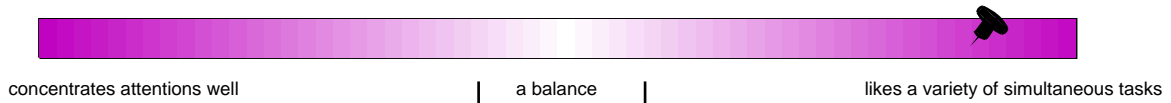
- dejection
- becoming too impersonal
- loss of optimism

**Your Personal Strengths and Needs**

**Dealing with Change**

The Birkman word for this is **Change**

Usual  
Style:

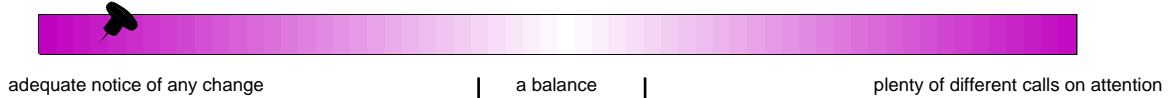


Novelty and adventure stimulate you, as you are always alert to start new things. You find it easy to adapt to changes, and will even effect change from time to time to alleviate boredom.

**STRENGTHS**

- takes changes in stride
- responsive and attentive
- adaptive

Will  
Need:



**NEED:** However, your environment must allow you the freedom of choice in order for you to get maximum benefit from your strengths. You are at your best in surroundings that encourage individual initiative so that you can determine your own routine.

**CAUSES OF STRESS:** Changes which are unexpectedly forced upon you may cause you to respond adversely. The flexibility which characterizes your strength may become a handicap under these conditions.

Try to  
Avoid:



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- difficulty controlling restlessness
- concentration problems
- resisting abrupt change

**Your Personal Strengths and Needs**

**Independence**

The Birkman word for this is *Freedom*



You have a strong sense of individuality, characterized by your rather independent outlook. You are comfortable in situations that allow you to be spontaneous and self-expressive, and do not need strong approval from others to justify your thoughts and actions.

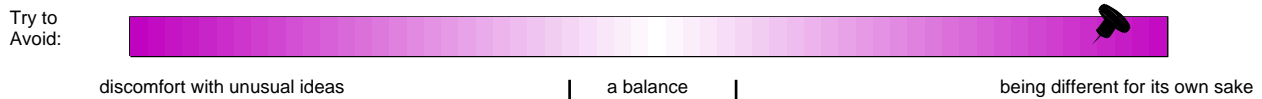
**STRENGTHS**

- inner sense of freedom
- individualistic
- spontaneous



**NEED:** The notion that most people share your independent attitudes indicates that you have a greater-than-average need to sense support and encouragement of your personal freedom.

**CAUSES OF STRESS:** Since you are not necessarily bound by convention and precedent, you can easily over-react to situations which stress these things, becoming individualistic for its own sake and misjudging the thoughts and feelings of others.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- unpredictable behavior
- over-emphasis on independence
- too ready to blaze trails

**Your Personal Strengths and Needs**

**Making Decisions**

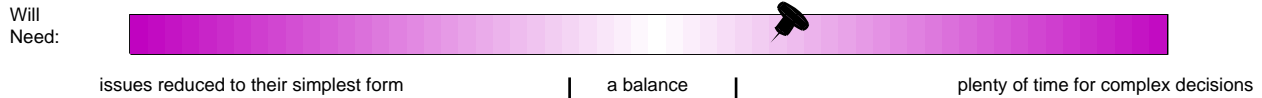
The Birkman word for this is *Thought*



With one eye on the future and one eye on the present, you tend to make decisions in a moderate but effective manner. You are definitely not impulsive, but you also recognize that you don't have to have all the data before you can make a decision.

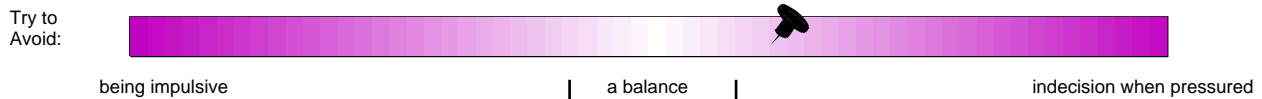
**STRENGTHS**

- thoughtfully decisive
- considers future and immediate consequences



**NEED:** The moderate nature of your decision-making style indicates that you can be comfortable handling situations that require quick judgments and decisions, and problems that are more complex, as long as sufficient information is available for consideration.

**CAUSES OF STRESS:** On pressure assignments which require quick and decisive action, insecurity can make you overly cautious because you want to see all possibilities and consequences. On the other hand, you can become quite impatient waiting on decisions from others.



**POSSIBLE REACTIONS WHEN NEEDS ARE NOT MET:**

- delaying actions
- becoming too cautious

## **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) Organizational Focus: Professional Strengths
- 2) Job Families/Job Titles or Job Families Only
- 3) Career Narrative

The **Organizational Focus** color bars 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 Organizational Focus 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.

**Organizational Focus: Professional Strengths**

**THE BIRKMAN METHOD**<sup>®</sup> 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.

**ORGANIZATIONAL FOCUS for : JOHN Q. PUBLIC**



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

**What is ORGANIZATIONAL FOCUS?**

Organizational Focus refers 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.

## Organizational Focus: 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**:

<b>Color:</b>	<b>Oriented to:</b>	<b>Emphasis on:</b>
	Future	Creative Planning / Design
	Present	Expediting / Technical
	Present	Communications / Marketing
	Precedent	Fiscal / Administration

### The "mixture" of your Organizational Focus color bars:

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.

## Organizational Focus: Professional Strengths

### Relationship between your Organizational Focus colors and the jobs that you may choose:

There is usually a close link between your Organizational Focus colors 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 Organizational Focus 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 an Organizational Focus 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 Organizational Focus color bars 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**<sup>®</sup> 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 Organizational Focus colors are intended to provide a useful starting point for **THE BIRKMAN METHOD**<sup>®</sup> inquiry as to what makes you so memorable and unique.

**THE BIRKMAN METHOD**<sup>®</sup> is a multi-faceted instrument. Your Organizational Focus 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](mailto:info@birkman.com).

John F Caplin  
Senior Birkman Consultant

## 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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### Accounting



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

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

### 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](#)

### 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](#)

### 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](#)

### 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](#)

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

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 Senior Birkman Consultant

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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:
<b>Banking &amp; Finance</b>  Phases of the banking industry; include banking operations, tellers, financial analysts, loan officers, financial officers.			<a href="#">Banking Operations</a> <a href="#">Bank Tellers</a> Financial Analysts <a href="#">Loan Officers</a> <a href="#">Bank Financial Officers</a>
<b>Consultative Tangible Sales</b>  Marketing and/or sales of tangible products or services; include sales engineers, oil and gas sales, pharmaceutical sales, medical equipment sales, software sales.			<a href="#">Sales Engineers</a> <a href="#">Oil and Gas Sales</a> <a href="#">Pharmaceutical Sales</a> <a href="#">Medical Equipment Sales</a> <a href="#">Software Sales</a> <a href="#">Purchasing Agent/Buyer</a>
<b>Artistic Careers</b>  Artistic expression; include visual arts, literary/editorial positions, performing artists, architecture, clothing/jewelry, cosmetic sales, art sales, travel agents.			<a href="#">Visual Arts</a> <a href="#">Literary/Editorial Positions</a> <a href="#">Performing Artist/Acting</a> <a href="#">Architecture</a> Art Sales <a href="#">Travel Agents</a>
<b>Administrative Professionals</b>  Administering and monitoring administrative systems or procedures; includes benefits administration, internal auditors, credit administration.			Benefits Administration Internal Auditors Credit Administration
<b>Educational Careers</b>  Teaching at educational levels; include primary and secondary teachers, religious school teachers, college professors, school counselors, university administrators.			<a href="#">Public Primary School Teachers</a> <a href="#">Religious School Teachers</a> <a href="#">Public Secondary School Teachers</a> <a href="#">College Professors</a> <a href="#">Public School Counselors</a> <a href="#">University Administrator (1)</a> <a href="#">University Administrator (2)</a>
<b>Legal</b>  Legal specialties; include lawyers specializing in litigation and business issues.			<a href="#">Lawyers/Litigation Specialties</a> <a href="#">Lawyers/Business Specialties</a>
<b>Medical Professions</b> (continued next page) Specializing in the medical field; include nutritionists, pharmacists, nurses, public health administrators, clinical scientists, physicians.			<a href="#">Nutritionists</a> <a href="#">Pharmacists</a> <a href="#">Nurses (1)</a> <a href="#">Nurses (2)</a> <a href="#">Public Health Administrators</a> <a href="#">Clinical Scientists</a>

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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:
<b>Medical Professions</b> (continued)			<a href="#">Physicians</a>
<b>Direct Intangible Sales</b>  Selling intangible products directly to the consumer; include casualty insurance sales, life insurance sales, health insurance sales, real estate sales.			<a href="#">Casualty Insurance Sales</a> <a href="#">Life Insurance Sales</a> <a href="#">Health Insurance Sales</a> <a href="#">Real Estate Sales</a> <a href="#">Telecommunications Sales</a>
<b>Science</b>  Expertise in various scientific areas; include environmentalists, environmental specialists, biologists, geologists, chemists, physicists, nuclear scientists, mathematicians.			Environmentalists Environmental Specialists <a href="#">Biologists</a> <a href="#">Geologists</a> <a href="#">Chemists</a> <a href="#">Physicists</a> Nuclear Scientists
<b>Delegative Management</b>  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.			<a href="#">Property Managers</a> <a href="#">Hotel, Club &amp; Restaurant Managers (1)</a> <a href="#">Hotel, Club &amp; Restaurant Managers (2)</a> Tangible Sales Managers <a href="#">Intangible Sales Managers</a> <a href="#">Insurance Sales Managers</a> <a href="#">Bank Managers</a> <a href="#">Controllers</a> <a href="#">Public School Administrators</a> <a href="#">Nursing Home Administrators</a>
<b>Direct Tangible Sales</b>  Selling tangible products directly to the consumer; include merchandise sales, retail sales, appliance sales, furniture sales, auto sales, purchasing agents/buyers.			<a href="#">Clothing/Jewelry/Cosmetic Sales</a> <a href="#">Merchandise Sales</a> <a href="#">Retail Sales</a> <a href="#">Appliance Sales</a> <a href="#">Furniture Sales</a> <a href="#">Auto Sales</a>
<b>Engineering/Technology</b> (continued next page)  Expertise in engineering, science, or traditional computer applications; include computer operators, computer programmers, systems analysts, geophysicists, engineers, agriculture, medical technicians, medical equipment technicians.			<a href="#">Medical Technicians</a> Medical Equipment Technicians <a href="#">Computer Operators</a> User Assistance <a href="#">Computer Programmers</a> Computer Systems Analysts Computer Systems Engineers Technical Trainers <a href="#">Geophysicists</a> <a href="#">Petroleum Engineers (1)</a> <a href="#">Petroleum Engineers (2)</a>

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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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### Engineering/Technology

(continued)



[Oil & Gas Production Engineers](#)  
[Civil Engineers](#)  
[Electrical Engineers](#)  
[Chemical Engineers](#)  
[Mechanical Engineers](#)  
[Industrial Engineers](#)  
 Research Engineers  
[Agriculture \(1\)](#)  
[Agriculture \(2\)](#)

### Enforcement/Security

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



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

### General Administrative

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



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

### 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](#)

### 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

### 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

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

### Crafts/Technical

(continued)



Heavy Equipment Operators  
Service Work Operations  
[Stationary Engineers](#)  
[Mechanics](#)  
Utility Field Work  
[Electronics Technicians](#)  
[Drafting](#)  
[Printing](#)  
[Quality Assurance](#)  
[Safety Technicians](#)  
Technical Trainers

### Numerical Administrative



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

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

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# Career Narrative

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John F Caplin  
Senior Birkman Consultant

## 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 **Organizational Focus and Job Families Reports** 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

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# Career Narrative

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John F Caplin  
Senior Birkman Consultant

## Your Career Narrative

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### **CAREER ORIENTATION**

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

People and communication oriented. Prefers direct communication involving selling, promoting, directing or motivating.

### **MANAGEMENT STYLES**

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

### **JOB STRENGTHS**

#### **YELLOW**

\* analyzing, auditing and reporting financial information; designing or implementing fiscal controls

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