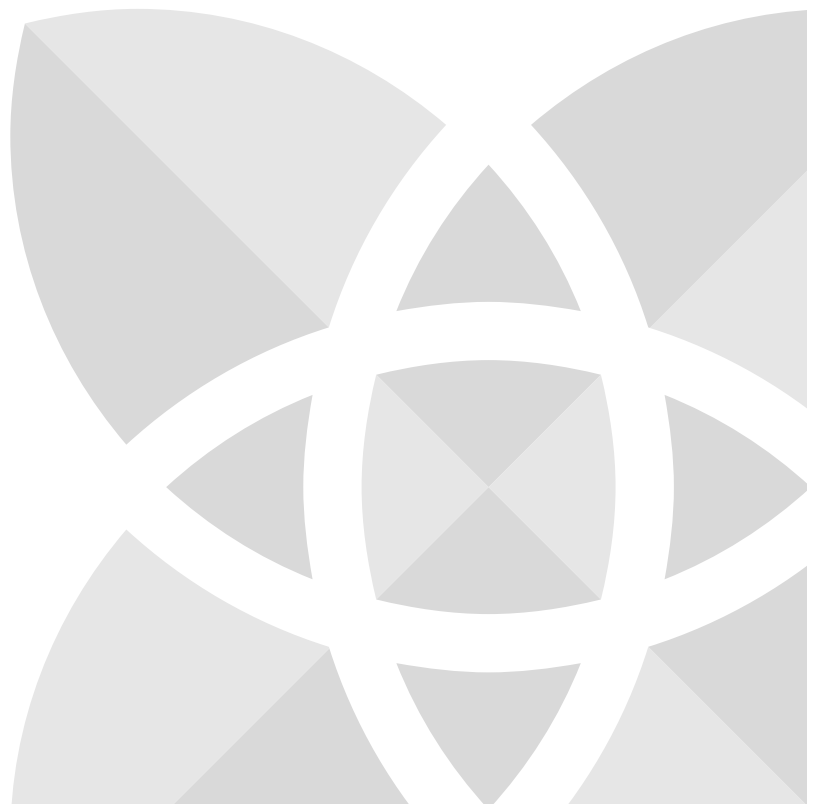


Individual Report



This Report Was Prepared For
JOHN Q. PUBLIC

Date Printed
18 April 2014



This Report Was Prepared For
JOHN Q. PUBLIC
The Elkind Group

BX6396

WELCOME TO THE BIRKMAN PREVIEW

The Birkman Preview report provides an introductory overview of much of the career and relationship data generated by your responses to The Birkman Method[®] questionnaire.

The Birkman Method[®] was created from exhaustive empirical research in the workplace. Over 2.5 million people have taken the assessment since its development in the 1950s. Over the years, it has been repeatedly validated and has shown to have been reliable and consistent with contemporary psychological theory.

Many assessments describe socialized, visible behavior. The Birkman Method[®] reaches further to analyze and report what drives and motivates behavior. We call these "Needs" — the expectations one has about relationships and situations in a social context. These Needs motivate personal actions and behaviors. When Needs are met, they drive behavior in positive and productive directions. Unmet needs can create potentially negative and less than productive behavior (Stress).

The Birkman Method[®] recognizes the intrinsic value of all styles of behavior and the importance of contrasting perspectives. As with all Birkman reporting, the Preview report offers a non-judgmental approach to individual differences. It is designed to be both descriptive and prescriptive.

The Birkman Preview discusses the occupational and organizational perspectives that will shape teams, career and job role fit.

Birkman International, Inc. has a high commitment to respecting your privacy. Your data will be maintained in our secure database and shall remain accessible only to authorized parties for future reference.

While the Preview provides a great deal of information to help you understand as much as possible about yourself, it's important to know that the depth and variety of applications provided by The Birkman Method[®] cannot be covered in this preliminary overview. Most people benefit from the expertise of Birkman-certified consultants in "reaching further" into the wealth of information that can be derived from your responses to The Birkman Method[®] questionnaire.

This Report Was Prepared For
JOHN Q. PUBLIC
The Elkind Group

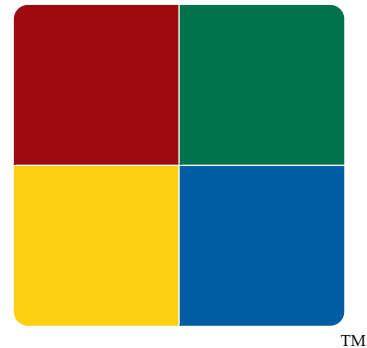
BX6396

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
 The Elkind Group

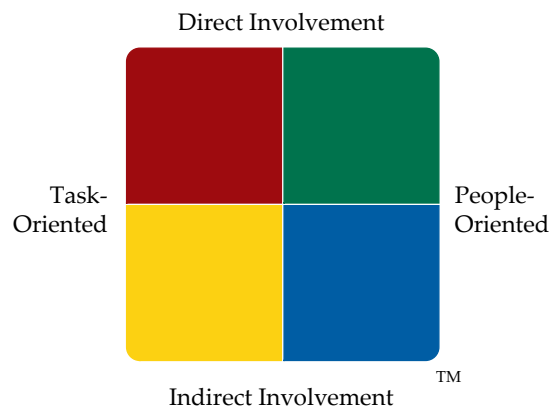
BX6396

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)?



 Planner	 Communicator
 Expediter	 Administrator

This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

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.

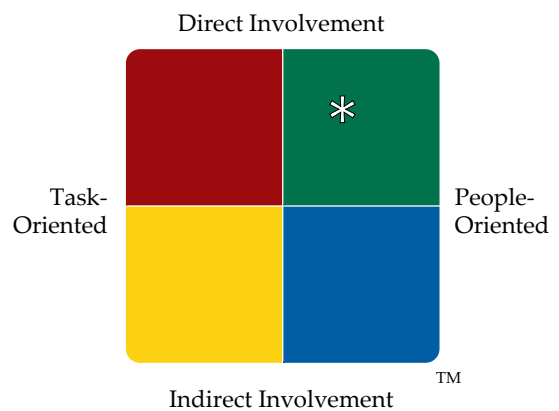


Typical GREEN activities include:

- 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
 The Elkind Group

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:

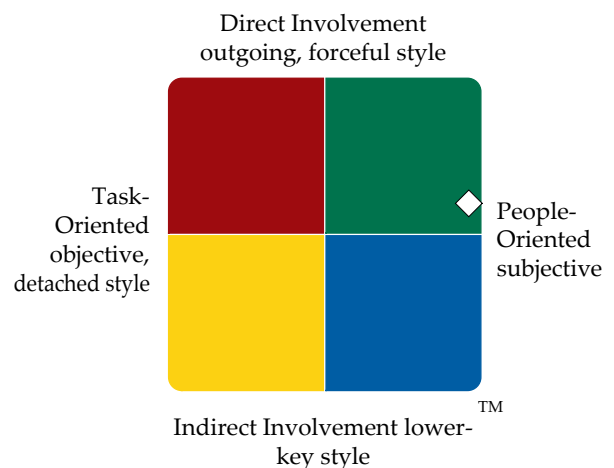
- competitive
- assertive
- flexible
- enthusiastic about new things

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
 The Elkind Group

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.

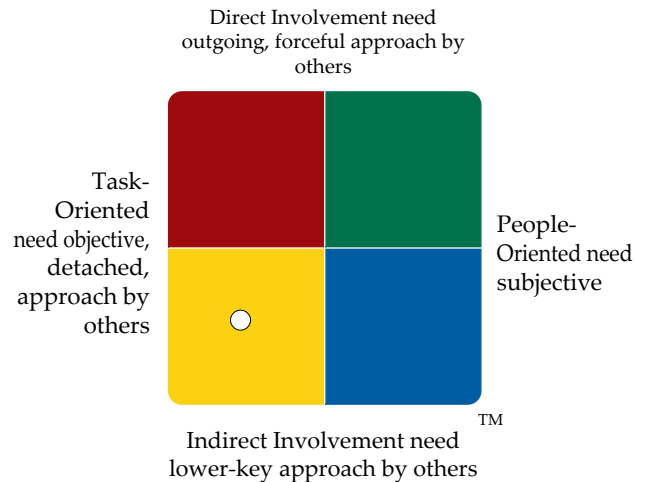


Typically, people with the Circle in the YELLOW quadrant need for others to:

- 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
 The Elkind Group

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.

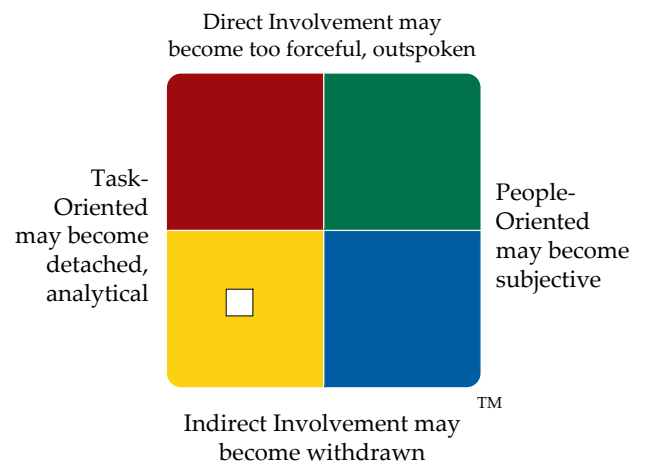


Under stress, people with the Square in the **YELLOW** quadrant:

- 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



This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

BX6396

YOUR STRENGTHS AND NEEDS

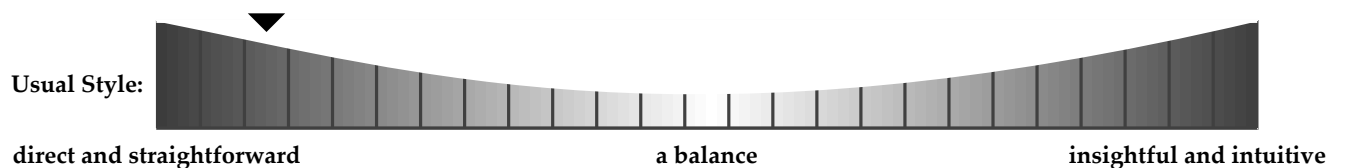
In personal relationships, work challenges, organizing, decision making and more, here's how you deal with everyday life. The following information can provide insights to deepen your understanding of how these factors operate in all your relational areas.

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® 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 form (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 arrow pinpoints your individual score on this spectrum.

This Report Was Prepared For
JOHN Q. PUBLIC
 The Elkind Group

BX6396

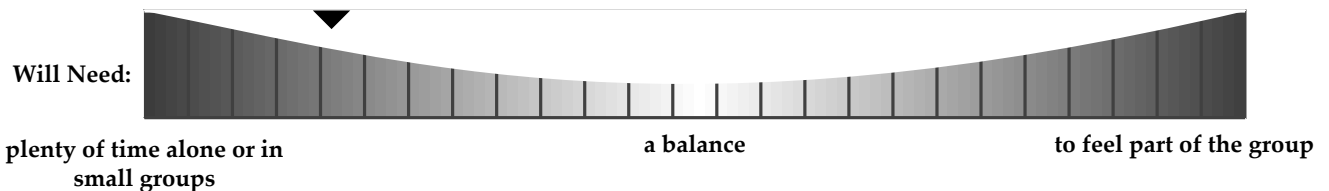
YOUR PERSONAL STRENGTHS AND NEEDS Social Relationships (Need for Acceptance)



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.

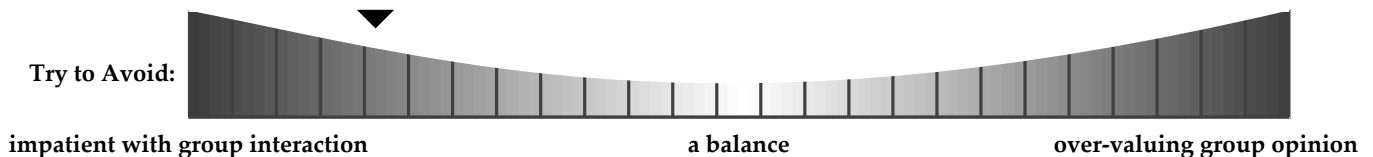
STRENGTHS

- 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 STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- withdrawal
- impatience
- tendency to ignore groups

This Report Was Prepared For
JOHN Q. PUBLIC
 The Elkind Group

BX6396

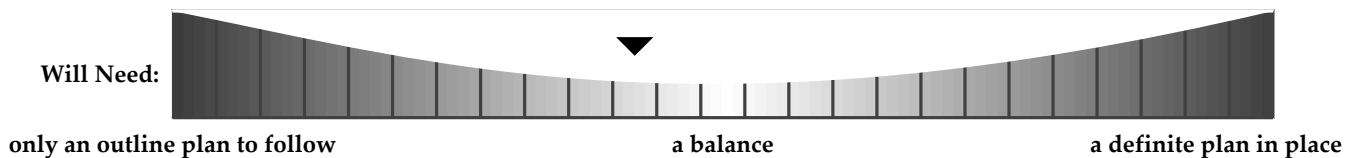
YOUR PERSONAL STRENGTHS AND NEEDS Organizing (Need for Structure)



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.

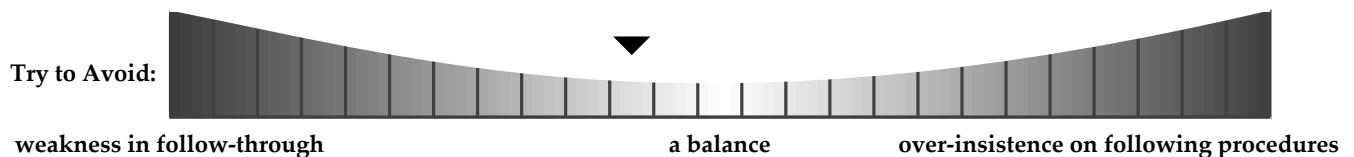
STRENGTHS

- 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.



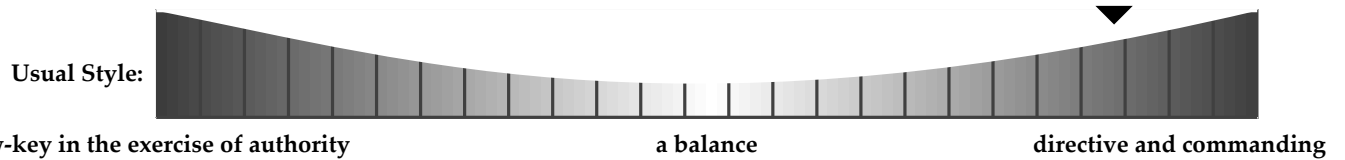
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- de-emphasis on system
- over-controlling

This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

BX6396

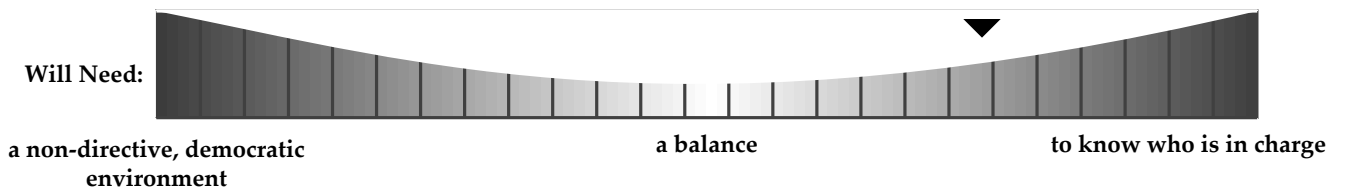
YOUR PERSONAL STRENGTHS AND NEEDS Authority Relationships (Need for Authority)



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.

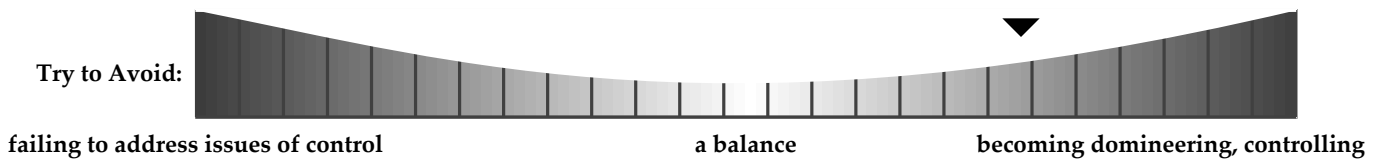
STRENGTHS

- 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 STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- provocative statements
- undue assertiveness
- becoming bossy or domineering

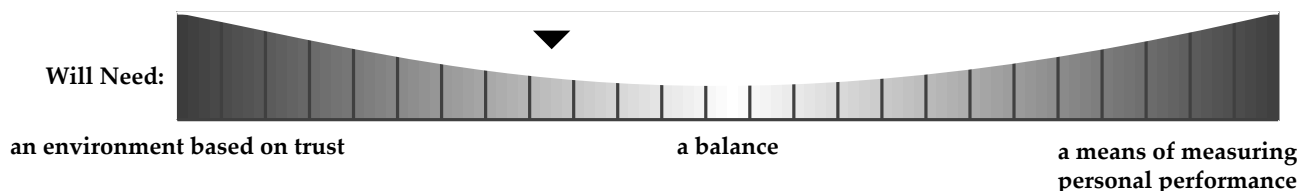
YOUR PERSONAL STRENGTHS AND NEEDS Idealism and Realism (Need for Advantage)



Your self-image of being competitive gives you a decided advantage in promotional activities. You are realistic in your expectations of others, and can use your creativity in the art of winning to protect and promote your personal interests.

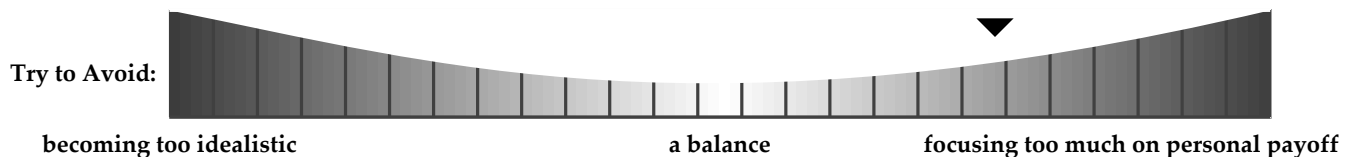
STRENGTHS

- likes competition
- opportunity-minded
- resourceful



NEED: While you need to be dealt with on the basis of individual incentive, this should be balanced with opportunities to help others. You need an environment which stresses the element of fair play, but still offers you a sense of advantage.

CAUSES OF STRESS: Since you expect others to be competitive on an "average" level, you can be surprised when they seem to be too self-serving or overly idealistic and impractical. Your response to either is likely to be distrust and suspicion.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- being impractical
- becoming opportunistic

This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

BX6396

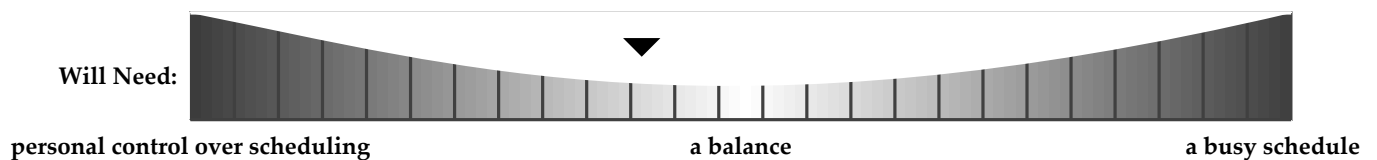
YOUR PERSONAL STRENGTHS AND NEEDS Reflection and Action (Need for Activity)



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.

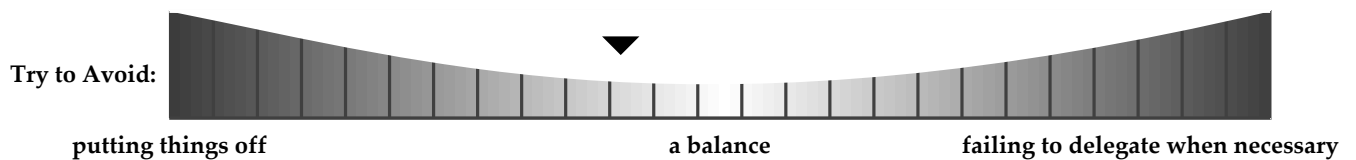
STRENGTHS

- 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 STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- edginess
- feeling fatigued

This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

BX6396

YOUR PERSONAL STRENGTHS AND NEEDS Dealing with Emotions (Need for 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.

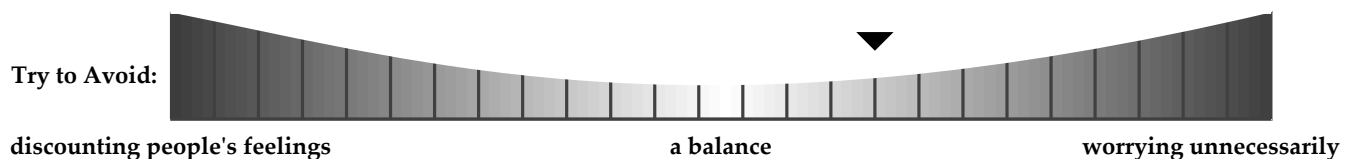
STRENGTHS

- 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.



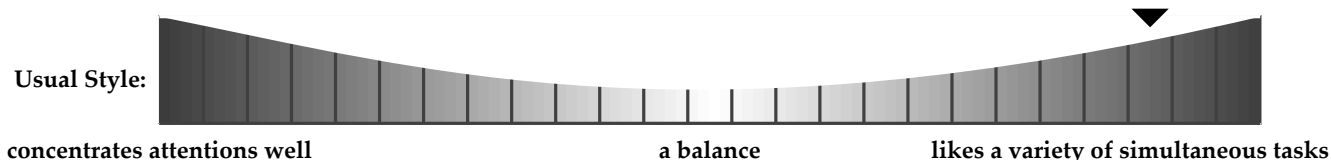
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- dejection
- becoming too impersonal
- loss of optimism

This Report Was Prepared For
JOHN Q. PUBLIC
The Elkind Group

BX6396

YOUR PERSONAL STRENGTHS AND NEEDS
Dealing with Change (Need for Change)



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.

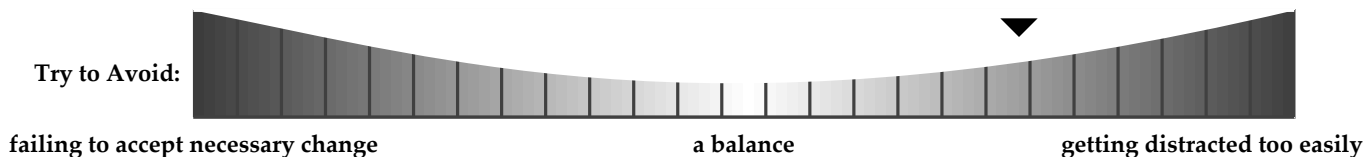
STRENGTHS

- takes changes in stride
- responsive and attentive
- adaptive



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.



POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- difficulty controlling restlessness
- concentration problems
- annoyance at delays

Birkman Preview Report

This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

BX6396

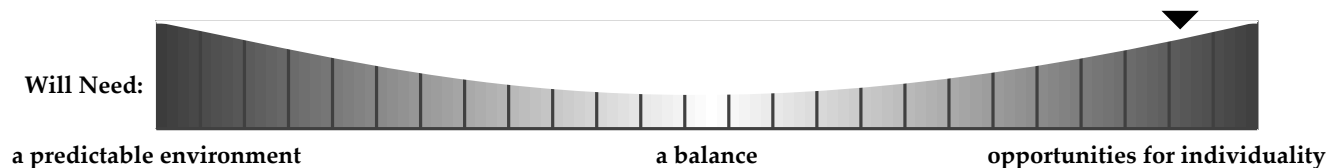
YOUR PERSONAL STRENGTHS AND NEEDS Independence (Need for Freedom)



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.



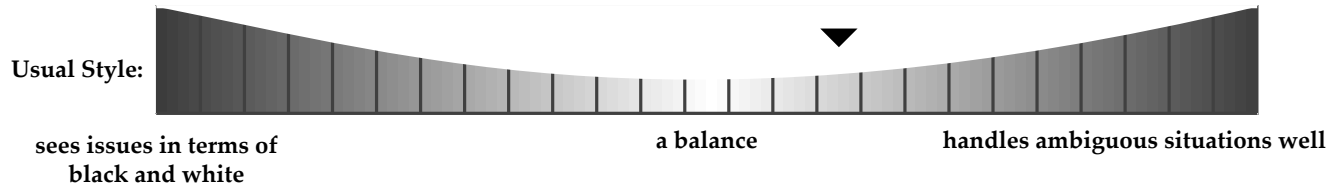
POSSIBLE STRESS REACTIONS WHEN NEEDS ARE NOT MET:

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

This Report Was Prepared For
 JOHN Q. PUBLIC
 The Elkind Group

BX6396

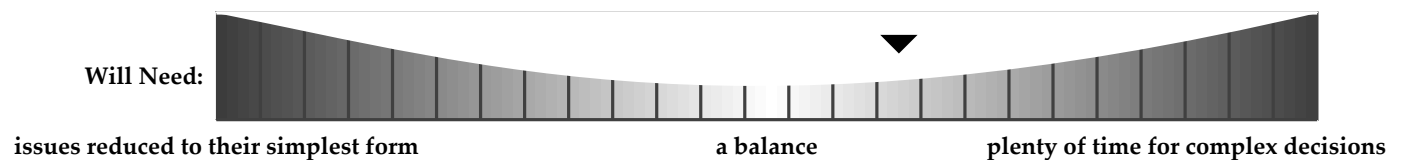
YOUR PERSONAL STRENGTHS AND NEEDS Making Decisions (Need for Thought)



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.

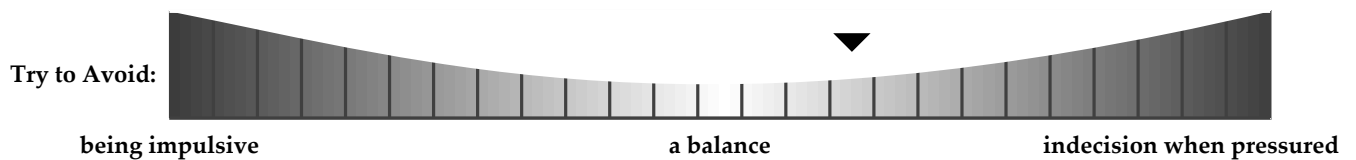
STRENGTHS

- 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 STRESS REACTIONS WHEN NEEDS ARE NOT MET:

- delaying actions
- impatience